C&NW Wants 20,000 More Commuters...p. 24

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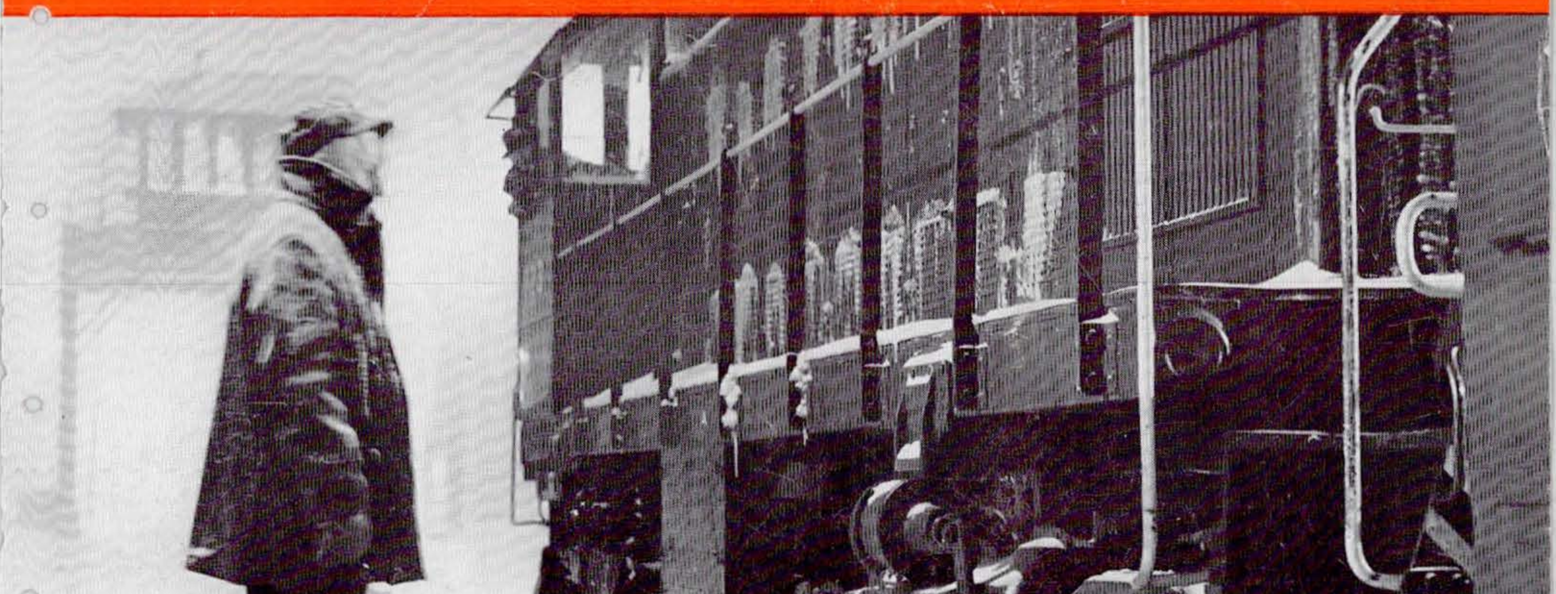
February 13, 1961

RAILWAY AGE *weekly*



↑Winters hit traffic revenues harder now...p. 14

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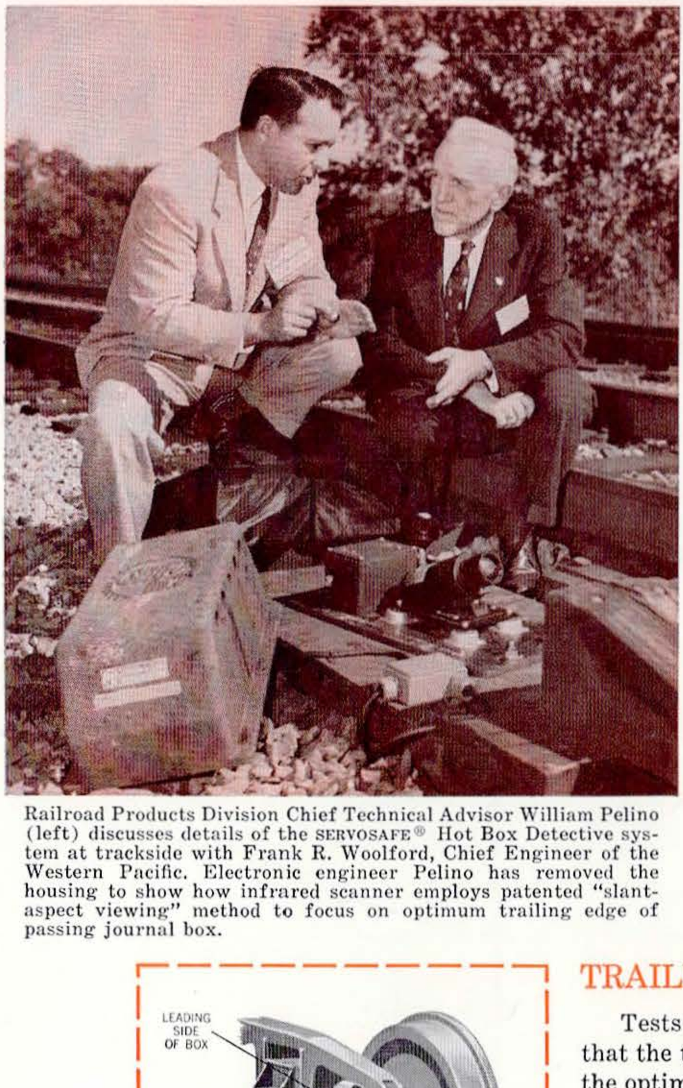
How Reading Uses Teamwork to Boost Sales...p. 18

60 cents A Simmons-Boardman TIME-SAVER Publication

SAFE WITH SERVOSAFE®

Experience counts when you're talking about hot box detection



Railroad Products Division Chief Technical Advisor William Pelino (left) discusses details of the SERVOSAFE® Hot Box Detective system at trackside with Frank R. Woolford, Chief Engineer of the Western Pacific. Electronic engineer Pelino has removed the housing to show how infrared scanner employs patented "slant-aspect viewing" method to focus on optimum trailing edge of passing journal box.

No one understands real experience better than a railroadman. It's the incomparable knowledge, skill, technique, and judgment that comes only through being actively engaged in a particular kind of work for an extended length of time.

In evaluating modern hot box detection systems, railroad veterans naturally have high regard for Servo Corporation of America. Understandably so. Pioneers early in 1952 of the SERVOSAFE® Hot Box Detective* system, Servo's Railroad Products Division can speak with the authority of experience.

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"There's no substitute for experience," it has been said with wisdom. This maxim holds especially true when you're talking about something as important as the *hot box*, and the best way to *detect* it.

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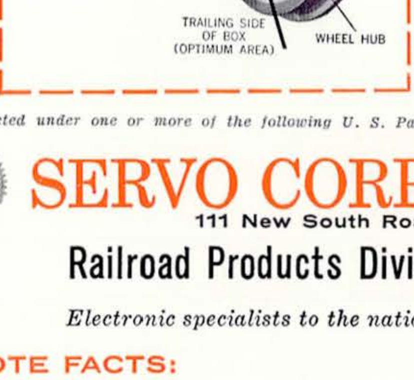
Be safe with SERVOSAFE. Just give your experienced Servo man a call.



TRAILING EDGE SHOWS HOT BOX BEST

Tests conducted by a major Eastern railroad prove that the trailing edge of the journal box presents the optimum accessible area for hot box inspection. Presenting a low-mass path of thermal flux from the bearing, this spot responds most rapidly to bearing temperature changes. The SERVOSAFE® "slant-aspect viewing" method of scanning this optimum area is protected by Servo patents both in the U.S. and abroad. Hot boxes—as well as developing hot boxes —can best be detected the SERVOSAFE way.

**Protected under one or more of the following U. S. Patent Nos.: 2,880,309, 2,947,857 and 2,963,575. Other U. S. and foreign patents pending.*

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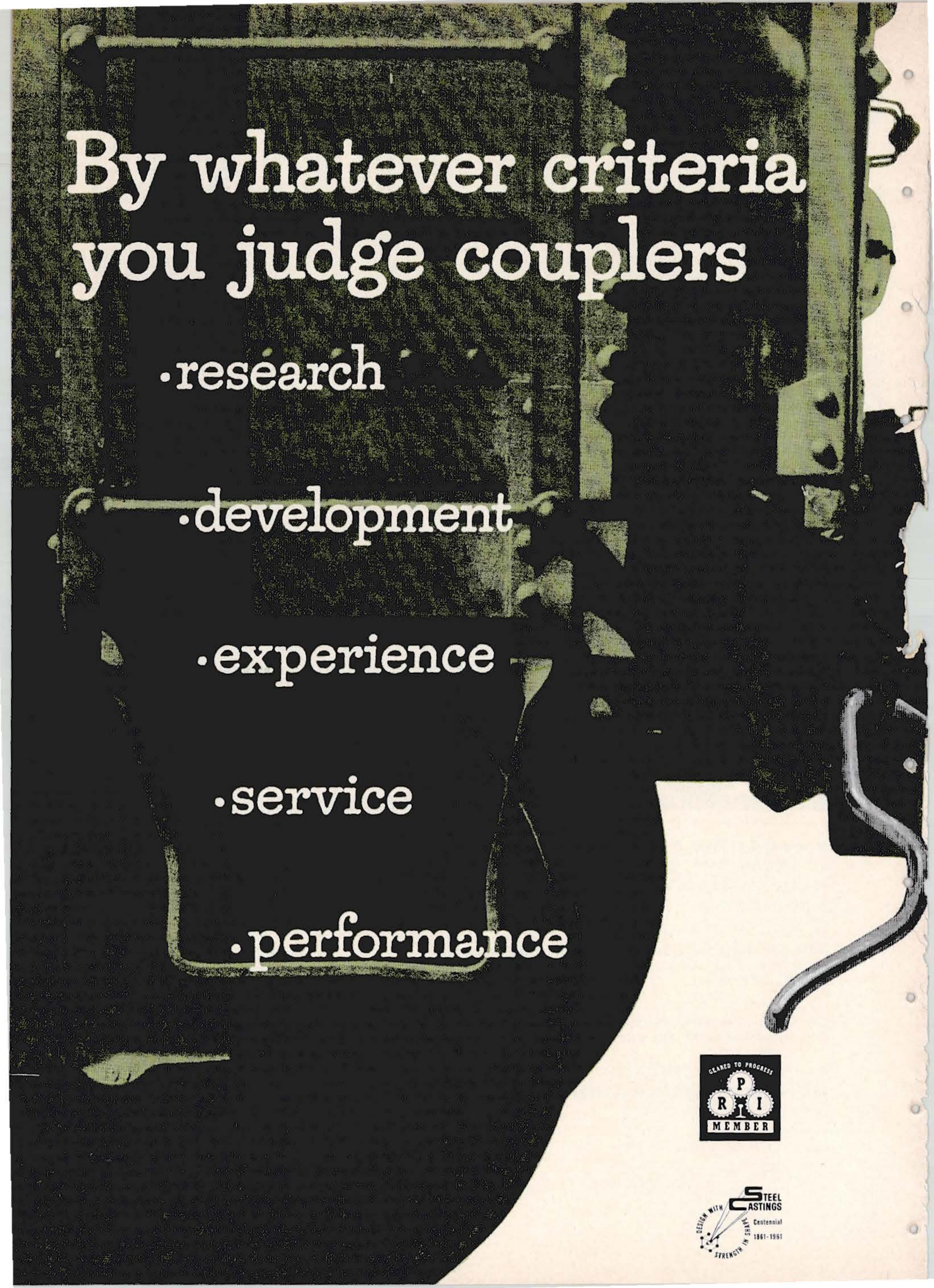
Savings— One road reports savings of over $100,000 per installation per year, allowing amortization of the equipment in approximately one month.

New patent— Patent No. 2,963,575 covering automatic alarm hot box detection devices was issued to Servo Corporation of America on Dec. 6, 1960. Granting of this latest patent now protects with three patents various infrared detection systems pioneered and marketed by Servo Corp.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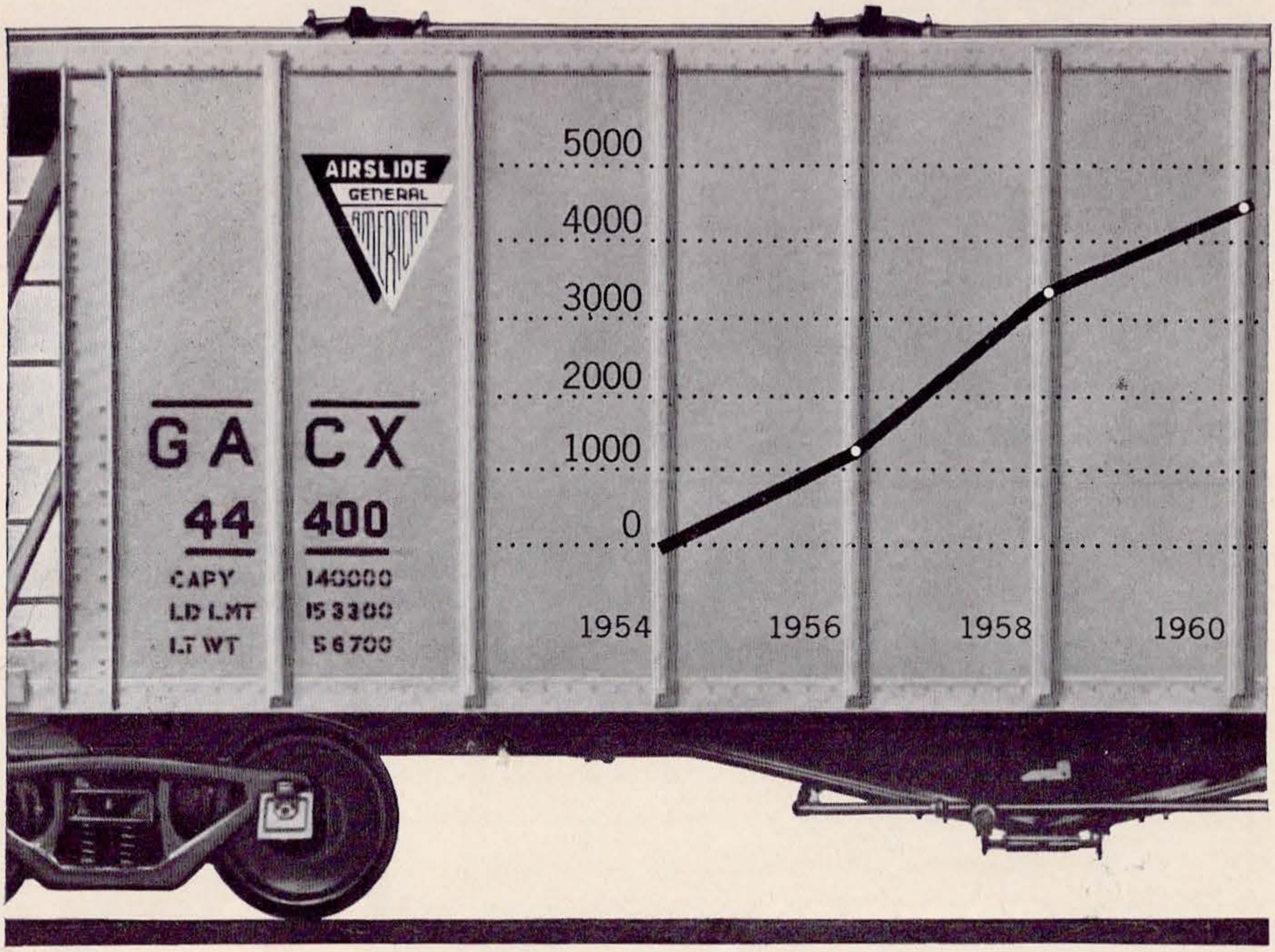

918 BUILT AND DELIVERED IN 1960 Demand for these highly efficient cars is big . . . and steadily growing. Introduced only 6 years ago, the AIRSLIDE car's reputation for safe, bulk shipment and speedy unloading has now made this car the standard for granulated and powdered materials. It is especially desirable for those materials which tend to bridge or pack or which do not normally flow by gravity.

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sable industry" because it is "essential to the public welfare and to the national defense," Mr. Neitzert warned.

He summarized the carrier proposals as follows:

1. Allow management to determine when firemen should be used on diesel locomotives in freight and yard service. The fireman position on passenger diesels would not be affected.

2. Revise the 42-year-old basis of pay for engine and train crews to reflect increased train speeds and allow longer runs for a day's pay.

3. End union spread-the work rules which limit miles covered each month by operating employees. The effect would be to increase an individual's earnings opportunities.

4. Eliminate the rules banning crews from operating through present division or crew-change points, so as to end multiple changes on short train runs and permit the extension of crew operations in keeping with rising train speeds.

5. Wipe out the arbitrary lines now drawn between the work that may be performed by road crews and yard crews, thereby allowing full interchange of these crews "without the present waste of duplicated effort, penalty payments and impaired service."

6. Eliminate the rules which stipulate the number of crew members required on trains.

7. End rules requiring idle standby operating employees when self-propelled equipment is used in track maintenance, repair or inspection.

Mr. Neitzert suggested that the commission deal first with the fireman issue because of the amount of evidence already available on this problem and "its great immediate importance." He pointed out that the 34,420 fireman positions in freight and yard service alone entail an annual payroll of $269 million—more than a third of the total involved in the carrier proposals.

"I think it reasonable to hope that your commission will have the parties in agreement on this subject perhaps as early as the middle of April," Mr. Neitzert said.

The brotherhoods have opposed separate consideration of the fireman issue.

Pointing out that emergency and arbitration boards have concluded that firemen are not indispensable on locomotives other than steam, Mr. Neitzert went on to note that buses and trucks "operating at high speeds on crowded highways, are typically operated by only one man, and no one is concerned—yet in these operations the risk of accident from driver disability or mistake is considerably greater than on a modern railroad train which moves over rails without steering, which does not have to cope with dense unpredictable traffic, which requires almost no physical effort at the controls, and which is equipped with elaborate automatic and remote-control safety devices to stop the train if the engineer becomes disabled or fails to obey signals."

As to yard and transfer services, Mr. Neitzert explained that they are "typified by operations at relatively low speeds, and substantial amounts of idle time for the entire crew." He went on to say that there is "virtually nothing" for the fireman to do and "he does nothing that is not readily and regularly done by other members of the crew."

The carriers' counsel proceeded to call the commission's attention to the

(Continued on page 52)

Watching Washington *with Walter Taft*

• **CAUTIOUS PREDICTION** from the ICC is that the diesel-hydraulic locomotive, "if successful," might "start a revolutionary change in railroad motive power in this country." The prediction is in that part of the Commission's annual report which notes progress made recently in improving railroad operations.

IT'S A FOLLOW-THROUGH from the Commission's reference to claims "that elimination of the complex and costly electric drive will lower maintenance costs, reduce unsprung weight, and improve adhesion." Test locomotives the Commission has in mind are the six 4,000-hp diesel-hydraulics being built in West Germany for service in this country—three each for the Southern Pacific and Rio Grande. Delivery is now expected in August.

AUTOMATION of locomotive operation appears to be progressing, the Commission also reports. It sees indications of such progress in a manufacturer's offer to furnish yard locomotives "with any degree of automation desired," and in a western railroad's test operation of a crewless helper diesel in the middle of a long freight train. Operation of the helper is controlled remotely by the engineer from the leading locomotive.

NEW TYPES OF FREIGHT CARS, which get special mention, include the 30,000-gal. tank car, "largest in the world," the box car on which the entire side can be opened to load and unload lumber, the doorless box car to handle granular products in bulk, extra-large hopper cars for handling wood chips, a light-loading commodity, and a covered hopper for handling clothespins.

STANDARDIZATION of freight-car design is being achieved slowly, "despite the seeming diversity," the Commission also says. It goes on to point out that most builders now offer their own standard designs for most types of cars. It notes, too, that "many improvements have been made in the standard car as a result of research."

THAT COMMUTER CARS and rapid-transit cars appear likely to be the backbone of the passenger car-building business for the next few years is another Commission prediction. Meanwhile, it writes this epitaph for Talgo: "The glowing prospects once held out by some transportation men for the Talgo-type lightweight trains as a means of rescuing the railroads' passenger operations have grown dim indeed. All such trains have gone into storage, except for a few used in commuter service on one railroad."

AN INNOVATION IN YARD OPERATION which the Commission mentions is car inspection by track car at a terminal where many trains are passed through without classification. The track car, fitted out with tools, moves alongside incoming trains on a track reserved for its use. It is also equipped with radio to facilitate communication with the yard office and prompt disposition of repair crews and materials.

'Featherbed' Study Under Way

► The Story at a Glance: The Presidential railroad commission began its study of "featherbedding" with public hearings last week. The commission's tentative plan of starting out with closed sessions was abandoned, so the public and the press were admitted from the outset.

Management's case was outlined in an opening statement by its chief counsel, Howard Neitzert, who asserted that "complete insolvency can be avoided only by eliminating unwarranted and unjustifiable operating costs." Harold C. Heiss, chief counsel for the five operating brotherhoods, made their opening presentation, charging that the management proposals "are designed to completely emasculate the thousands of collective bargaining agreements now in force on the railroads."

The Presidential railroad commission drew a full house when its hearings on "featherbedding" opened Feb. 6 at the Veterans of Foreign Wars Building in Washington, where the commission has established its headquarters.

The commission is that appointed by former President Eisenhower to study the railroad industry's dispute over the working rules applicable to operating employees. It is a 15-member commission consisting of five representatives of management, five representatives of the "op" unions and five public members.

James P. Mitchell, who was secretary of labor in President Eisenhower's cabinet, is one of the public members and chairman of the commission. The labor-management agreement to submit the dispute to the commission came out of meetings which Mr. Mitchell held with representatives of the brotherhoods and the railroads' regional conference committees (RA, Oct. 24, 1960, p. 9).

Since his appointment Mr. Mitchell has become an active candidate for the Republican nomination for governor of New Jersey, and that inspired speculation as to whether he would remain with the commission. He has decided to remain for the time being, but will reconsider the matter later.

This is revealed in a statement issued by the commission. The statement said Mr. Mitchell had raised the question of his remaining and asked his colleagues to discuss it. He pointed out that demands of campaigning might preclude his giving to the commission's work the attention he thinks it should have. He also stated "that the work of the commission was of such great importance that he did not want to see its function jeopardized by any member's inability to give it necessary attention." The statement then went on to say;

"The labor, management and other public members of the commission stated emphatically that they saw no conflict of interest in Mr. Mitchell's qualifications to serve as chairman and his candidacy for the governorship of New Jersey, and that they hoped he would have the time to continue as chairman. Mr. Mitchell stated that at the end of the opening statements and the determination of future procedures he could then reassess his availability for continuation as chairman."

The other four public members of the commission are Francis J. Robertson, Washington attorney and arbitrator, and three members of college faculties—John T. Dunlop of Harvard, Charles A. Myers of Massachusetts Institute of Technology, and Russell A. Smith of the University of Michigan.

Management representatives are Daniel P. Loomis, president of the AAR; Guy W. Knight, director—labor relations, Pennsylvania; and three railroad vice-presidents—T. A. Jerrow of the Great Northern, J. E. Wolfe of the Burlington and B. B. Bryant of the Chesapeake & Ohio.

Labor representatives are A. F. Zimmerman, assistant grand chief engineer, Brotherhood of Locomotive Engineers; S. C. Phillips, assistant president, Brotherhood of Locomotive Firemen and Enginemen; and vice-presidents of three other "op" unions—S. W. Holiday of the Order of Railway Conductors & Brakemen, H. F. Sites of the Brotherhood of Railroad Trainmen, and James W. Fallon of the Switchmen's Union of North America.

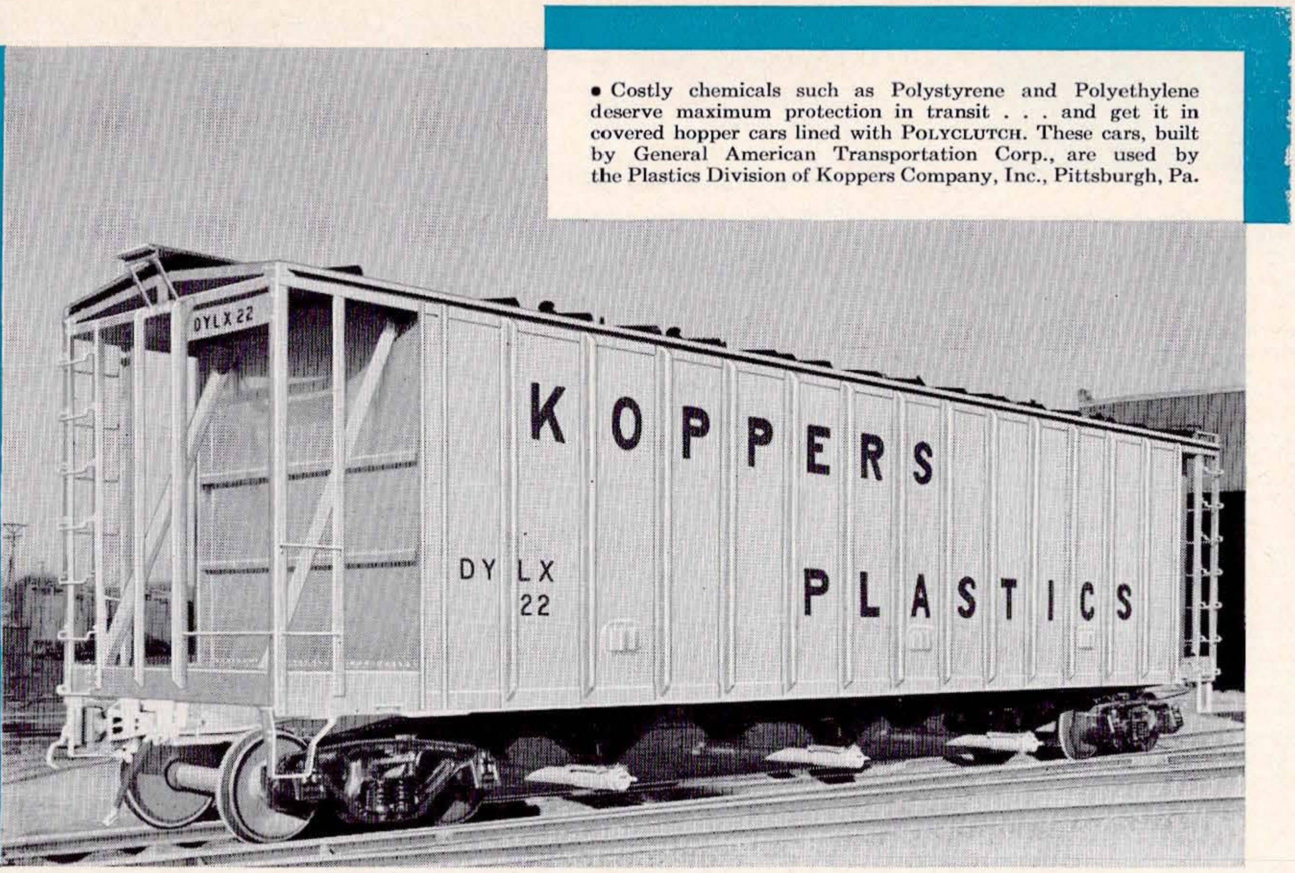
"Outmoded work rules are costing the railroad industry at least $600 million per year in unjustifiable and unwarranted operating expense," Mr. Neitzert said in his opening statement. He suggested that it is "not without significance" that the rate of return in the railroad industry "is substantially lower than that of any other unsubsidized leading industry; and that its labor costs, regardless of how such ratios are computed, are substantially higher than those of any other unsubsidized leading industry."

These "unfortunate" circumstances "have irreparably impaired the competitive position of the railroad industry in our economy," Mr. Neitzert continued. He noted how the railroad industry's relative "share" of the country's freight business has declined in a period when increases in gross national product and industrial production have been 91% and 59%, respectively. Yet, the railroad industry "is not a dispen-

'An Important Step Forward'

"This commission has the great opportunity to improve labor-management relations not only in the transportation industry but it has the opportunity to show the way for improvements in all our major industries. Through the efforts of the Presidential railroad commission an important step forward can be taken to improve the well-being of our economy.

"For these reasons, it is apparent that all segments of our national economy have an interest in this effort and its success. I hope this commission, composed of representatives of railroad management, railroad labor and the public, will assume the responsibility to carry on its work with the clear understanding that it is vested with a public interest that overrides any partisan consideration. With this firmly in mind, I am confident of the ultimate success of this important work."—James P. Mitchell.



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Week at a Glance CONT

starting point for improving performance, efficiency and economy. New territory is being opened up in a long-neglected field: cost research.

AIEE hears railroad papers ....p. 43

Topics covered at the institute's recent meeting in New York included automatic train operation, the benefits of electric traction, diesel-electric locomotive design, and monorail trains.

ICC concerned by shrinking car fleet p.50

In its annual report to Congress, the Commission noted that not only is the total number of freight cars dwindling, but car utilization "leaves much to be desired."

The Action Page: Ideas — apply them now p.56

Suggestions for improvement are valuable only to the degree that they are actually put to work. The railroad industry should not scatter its fire. Instead, effort should be concentrated on three or four well-conceived programs to improve railroad performance and profitability.

Short and Significant

Federal guaranty of an emergency loan . . .

of $5,000,000—partly to meet this week's payroll—was asked by the New Haven. The road blamed "unforeseen additional extraordinary events," including two snowstorms, for its latest financial crisis.

C&O says it's been offered . . .

"at least 64%" of B&O shares in a stock-exchange offer that finally expired Feb. 2. Meanwhile, Alleghany Corp. and New York Central, which want a three-way NYC-B&O-C&O merger, claim they've acquired over 20% of B&O shares.

Rock Island has evened up the sides . . .

in the Western Pacific control dispute by filing for leave to intervene in support of Southern Pacific and in opposition to Santa Fe. Meanwhile, Union Pacific—which previously lined up behind SP's position—announced acquisition of about 10% of WP stock (RA, Jan. 30, p. 7). And Santa Fe and WP said they've made a formal written agreement for operation of WP as a separate railroad, in the event Santa Fe is authorized to acquire control. The present lineup: Southern Pacific, backed by UP and Rock Island; Santa Fe, supported by Great Northern and WP itself; and four "neutrals" intervening to protect their own interests but not supporting or opposing either of WP's suitors.

Current Statistics

Operating revenues	
11 mos., 1960 ..	$8,782,777,302
11 mos., 1959 ..	8,979,398,045
Operating expenses	
11 mos., 1960 ..	6,951,724,230
11 mos., 1959 ..	7,050,235,908
Taxes	
11 mos., 1960 ..	945,064,644
11 mos., 1959 ..	958,748,814
Net railway operating income	
11 mos., 1960 ..	549,744,777
11 mos., 1959 ..	671,185,991
Net income estimated	
11 mos., 1960 ..	393,000,000
11 mos., 1959 ..	484,000,000
Carloadings revenue freight	
4 wks., 1961	1,921,855
4 wks., 1960	2,388,047
Freight cars on order	
Jan. 1, 1961	21,070
Jan. 1, 1960	43,870
Freight cars delivered	
12 mos., 1960 ..	57,047
12 mos., 1959 ..	37,819

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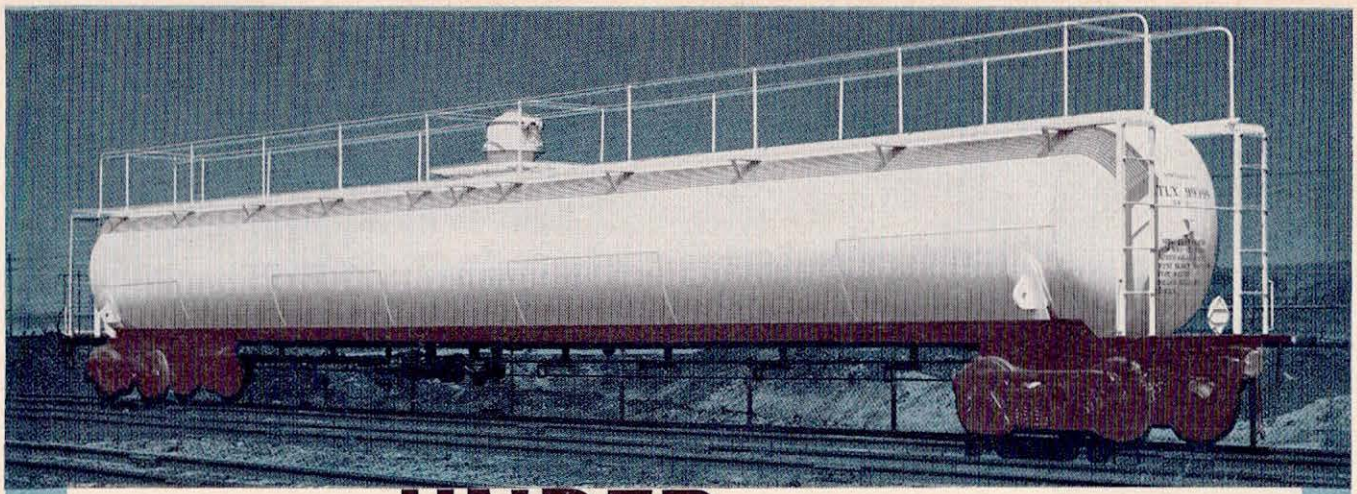

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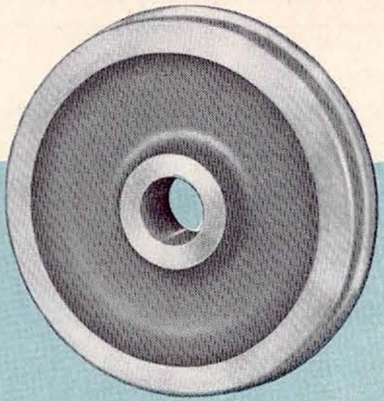

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RAILWAY AGE *weekly* **February 13, 1961 • Vol. 150, No. 7**

Week at a Glance

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'Featherbed' study under way ....p. 9

The Presidential commission on railroad working rules heard opening statements from both sides last week. There was no immediate decision as to whether former Labor Secretary Mitchell will continue as chairman.

Cover Story—Winters hit traffic revenues harder now ....p. 14

The record-breaking snow and ice storms that have swept eastern areas in recent weeks have dealt a severe blow to railroads, both in out-of-pocket costs and lost traffic. Weather-induced industry shutdowns appear to be more frequent today than in the past.

Cover Story—Reading uses teamwork to boost sales p.18

In December, Reading President Gangewere told an ASME meeting in New York about a program called "Operation Bootstrap." Here's a detailed report on how the road's employees are teaming up with management to improve and sell service.

C&NW wants 20,000 more commuters p.24

The road, which operated its suburban service in the black in 1959, intends to keep it that way. To get more daily riders the road has been aggressively merchandising its modern commuter equipment and improved service.

GATC builds new car for hauling chemicals p.33

The special car was built for and at the request of the chemical industry. It's for handling various synthetic resins and other free-flowing solids.

Palletizing helps roadmasters p.34

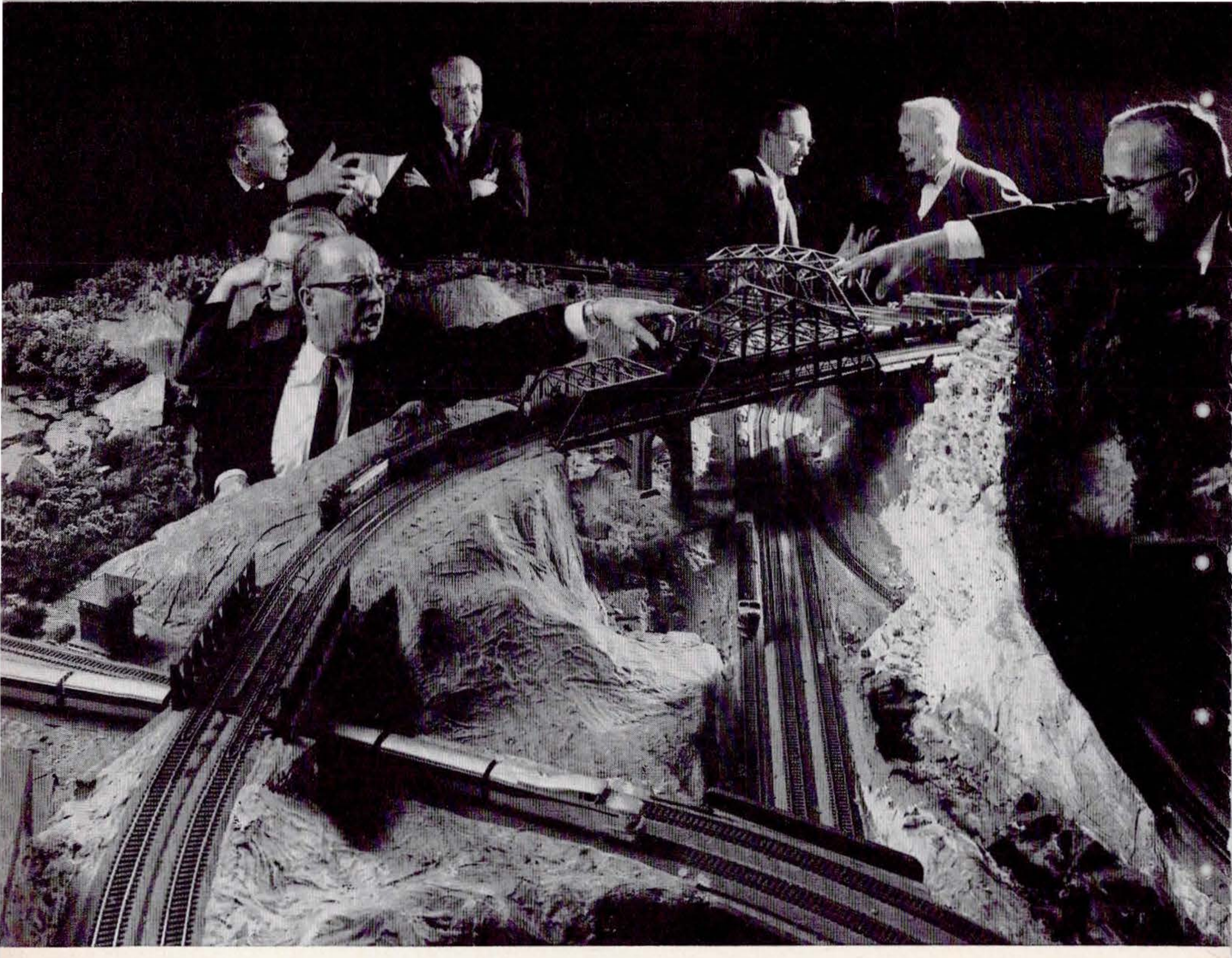
Unitized loading and scheduled shipping now get track shims to C&NW roadmasters when the shims are needed. The shims arrive in usable shape, too.

ERPC: 'Emancipation program' ....p. 36

Eastern railroads, trying to fight their way out of the "nightmare world of government control," have unveiled a new legislative program calling for, among other things, a National User Charge Commission and anti-tax-discrimination laws.

Rock Island accounting gets forward look p.40

The road's accounting function is more and more becoming a



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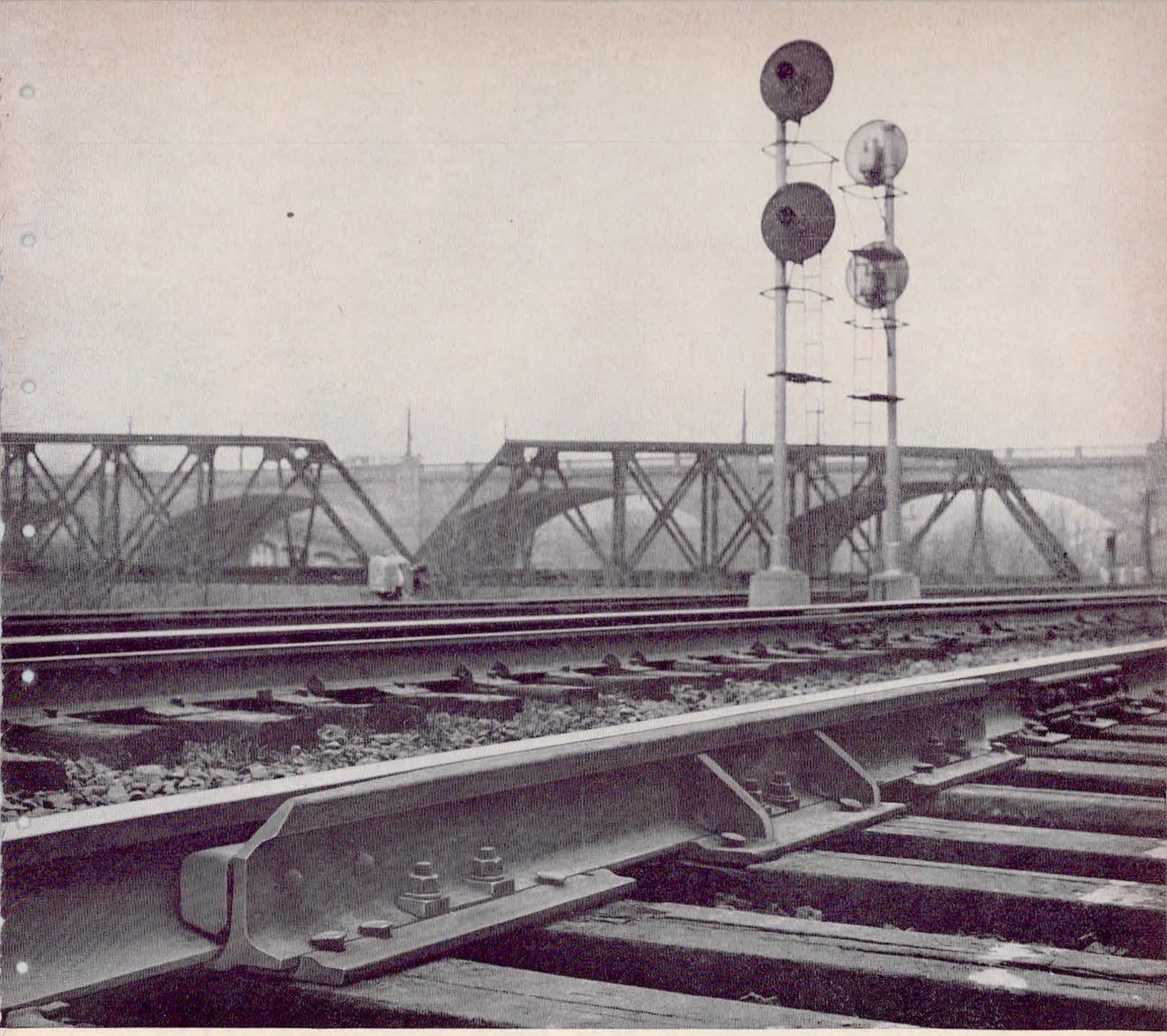

You don't bolt this guard to the running rail

The weight of the train on the special depressed flange keeps the Hook-Flange Guard Rail firmly in place.

This is Bethlehem's Hook-Flange Guard Rail, Model 751. It's as rigid and rugged as a guard rail can be, yet one of the easiest of all guard rails to install. No bolt-holes to drill through the running rail, no clamps to bother with.

Because the 751 is furnished as a complete unit, installation is simply a matter of jacking up the rail, slipping the guard rail into place, then spiking it down. The weight of passing trains on the "hook flange" keeps the guard from flinching no matter how hard the lateral thrust.

The tie plates are double-shouldered through the straight guarding area, bearing against the bases of both rails to prevent spreading. Additional strength is provided by thick side braces which are heavily welded in position on the plates.

The Hook-Flange Guard Rail is one of the safest devices of its kind; to our knowledge none has ever broken under traffic. That's saying a lot, because there are thousands of Bethlehem Hook-Flange Guard Rails in service on the country's most heavily traveled roads. A nearby Bethlehem representative will be glad to cover any additional points with you.

Steel for Strength
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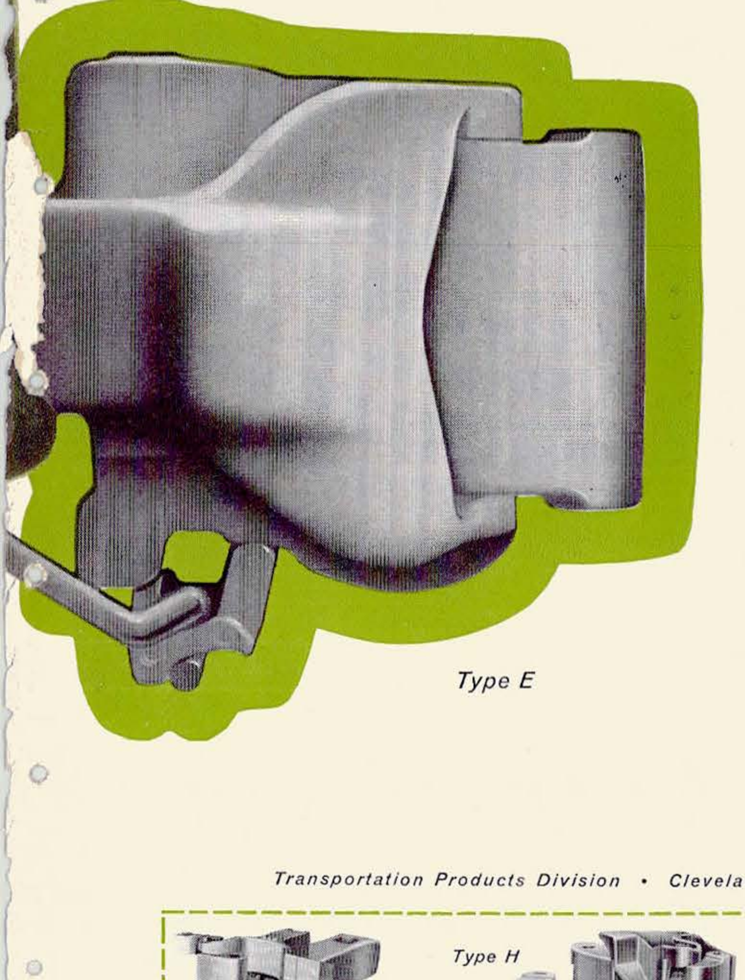

Type E

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RESEARCH facilities of National's Technical Center are unique in the railroad industry.

DEVELOPMENT work has been a strong point with National; the rotary Type F coupler as one example.

EXPERIENCE extending over 66 years and producing over 13 million knuckle type couplers.

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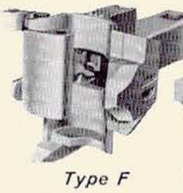

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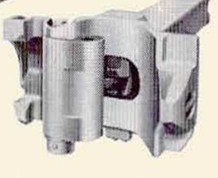

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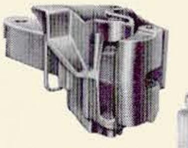

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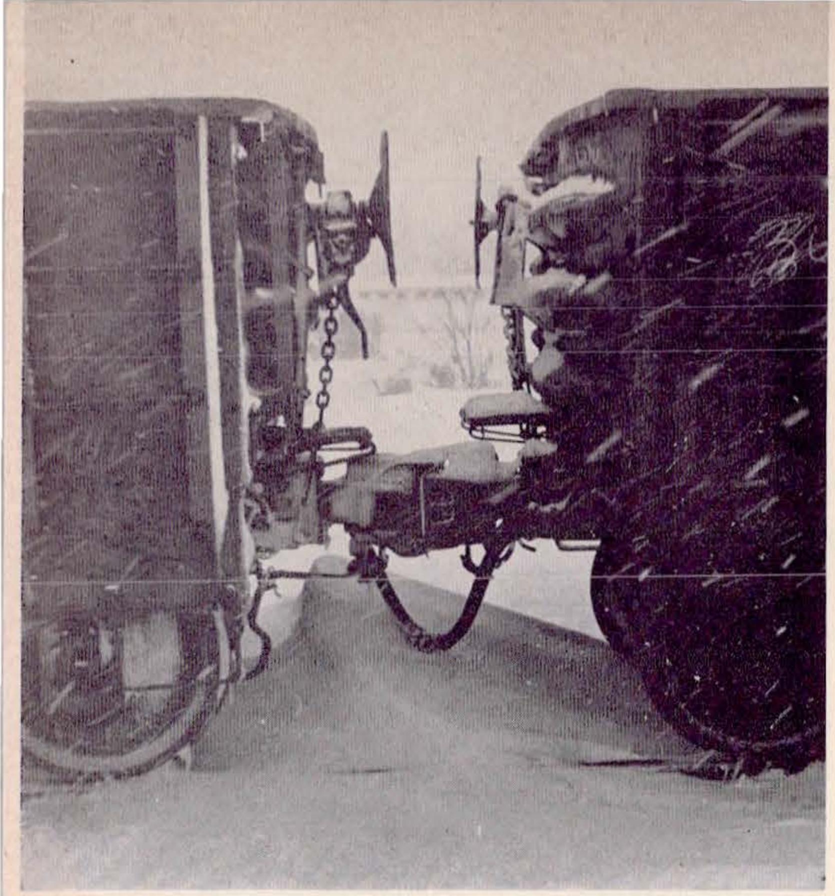
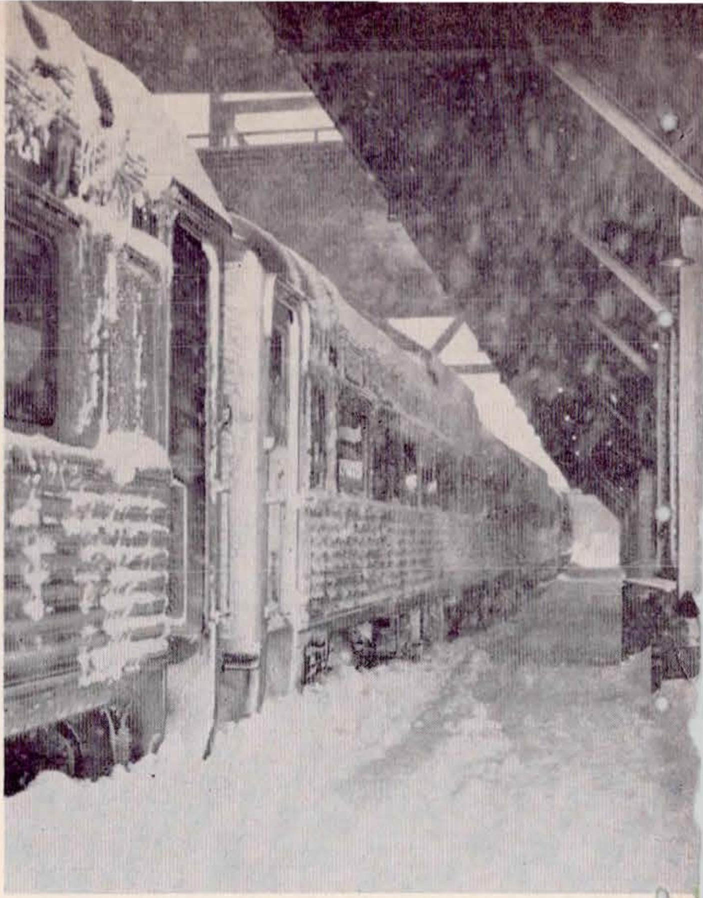




Traffic Slump: Winters Hit

Last week, for the ninth week in a row, weather dealt transportation in the nation's big eastern industrial areas a powerful blow. With almost every major eastern city reporting record-breaking winter conditions, the railroads dug out and kept going—and watched revenues shrink while costs multiplied. Partly because of economic problems, partly because of weather, industrial production has been down substantially during the nine weeks in the deep-freeze, almost across-the-board. But, the drop in rail traffic has not been accompanied by a corresponding cut in service. Here's the story of the storms—latest in a series of blows to hit the hard-pressed eastern roads.

President R. N. Shields of the Pittsburgh & West Virginia glumly surveyed the 12 inches of new snow covering P&WV properties last Monday and commented:

"We've had more snow this winter than I can ever remember. Our traffic has been hurt badly. Our carloadings in January were the lowest for any January since 1934—and it doesn't look as if February is going to be any better."

Mr. Shields was not alone in his tale of woe. Said ACL's operating vice president, L. S. Jeffords: "This is the worst winter I can remember in the last quarter century." A Coast Line spokesman estimated that the latest storm had cut into carloadings by 15% to 20% and added, "We just haven't been able to maintain any kind of passenger-train schedules at all." Like other roads, ACL has had to put extra equipment in service—with a resulting increase in operating costs.

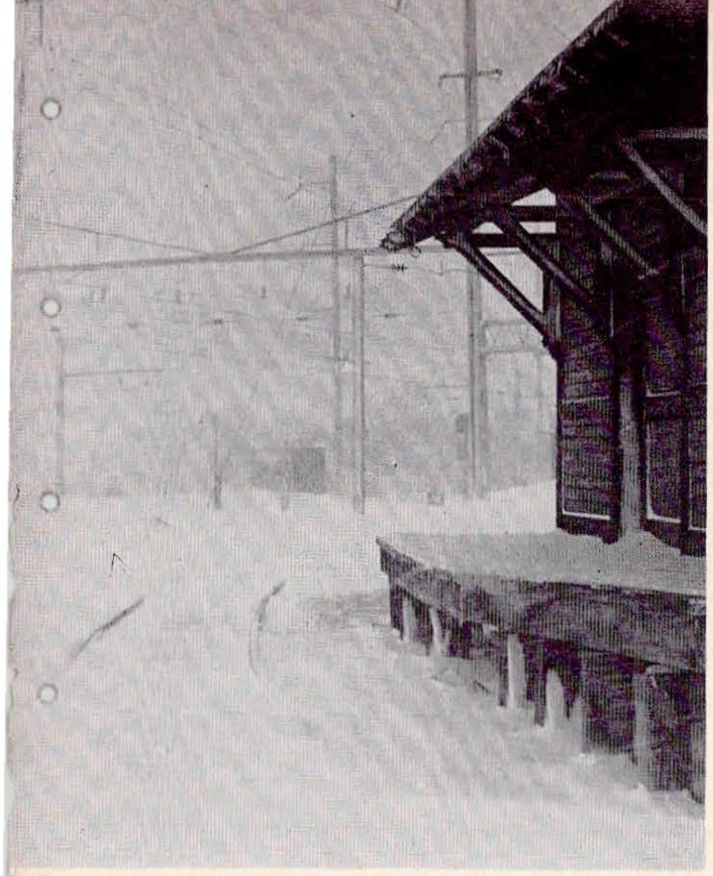
Whether the cause was ice storms in Atlanta, prolonged freezing in Richmond or seemingly limitless snow in a wide belt from Washington north—ranging from New York City's 52 inches in five successive storms to even deeper falls in the traditional "icebox" areas—most of the eastern roads were faced with mounting winter losses. And by no means all of their losses were of the sort that would show up on the balance sheet to be charged against winter clean-up operations.

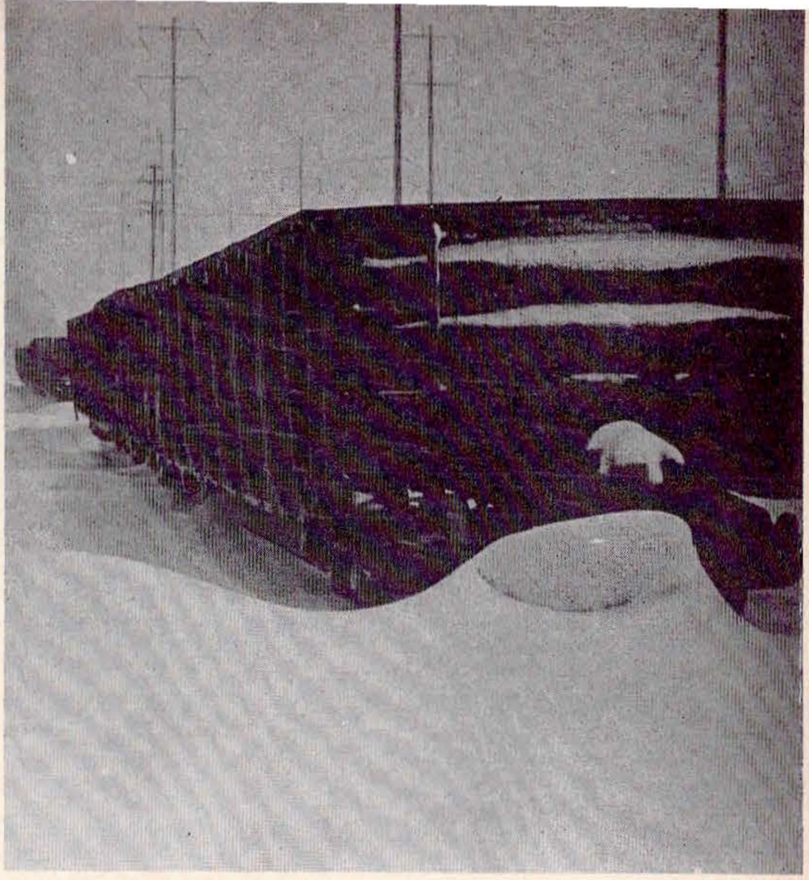
On the Reading, for example, a quick check by the traffic department indicates that the road loses about 1,000 carloads the first day after a major storm. These are cars that can't be loaded because shippers' plants are partially or completely shut down, or because raw materials have been delayed or because receivers ask that a shipment be held up. If the storm is particularly severe, the lost carloads may show up in figures for the second and third days as well. Direct costs from the storm are high, a Reading man says, but indirect costs are apt to be even higher. Everyone has to put aside his regular job to deal with emergency problems created by the weather.

The Feb. 2 report by the AAR on carloadings put the situation succinctly. After noting that rail freight loadings for the week of Jan. 28 were 21.3% below the corresponding week in 1960 and 2.8% below the preceding week this year, the AAR said that both the weather and the recession were partly to blame. "The only way we'll be able to tell exactly the recession's effect is to wait until the weather clears up," the AAR report said.

But in the view of one railroad spokesman, there was no doubt about winter's effect on traffic: "Severe winters hurt more now than they used to. Industry has increasingly moved out into the country, where the roads aren't always quickly plowed. And in this assembly-line age, when a few workers don't show up, plants close down. And there goes our traffic."

Few roads had had time, as this issue went to press, to add up exactly what the bad weather had cost. "The wallops have been so thick and fast," a B&O spokesman said, "that we





Freight Revenues Harder Now

haven't had time to recover from one blow before the next one hits. Our operating people haven't had a chance yet to report how traffic has been affected; they're too busy clearing up and getting everything running smoothly again."

But there were statistics available that indicated that the total bill would be a big one. The New Haven suffered a 22.8% decrease in freight revenues in December, and says the weather should get most of the blame. The Feb. 3-4 snow alone cost $1.7 million and a New Haven man reports that for the first time in his memory, a number of major New England industries—in an area not entirely unaccustomed to arctic weather—had to close down. Like many other roads, New Haven found itself "desperately short" of equipment following the latest storm.

Pennsylvania Railroad reported that December's storms—the first big blizzard, several smaller flurries and a prolonged freezing spell—cost the road an estimated loss in gross revenues of $2,400,000. Adding in an estimated $3,000,000 for damage suffered in December (but not necessarily paid for then), the road suffered to the tune of $5,400,000 in income not received and extraordinary expenses due to December storms. January figures were not available, but a spokesman noted that "it is unquestionable that bad weather has had a serious effect on our January operations, from the standpoint of both revenues and expenses." Among the causes of traffic losses, he cited: slowdown in trade, cutbacks in purchases, slowdown in production, and slowdown in rail operations both on line and in receiving cars from connections.

Other roads that had been able to find time to add up storm costs showed similar results. The Long Island estimated that the last big snow cost $500,000 out-of-pocket and pushed the total ice-and-snow bill since Dec. 12 up to $2,000,000. Erie-Lackawanna figured expenses as a result of storms since Dec. 11 at $1,800,000. The Reading estimated that it was well in the neighborhood of $500,000 poorer, out-of-pocket, following the season's three major storms, figuring only the cost of overtime wages and money paid directly for snow removal work.

As usual, the "snowbirds" (refugees from other forms of transportation) added to railroad woes. With New York City in an emergency situation and all non-emergency driving in the city forbidden—and with violators being ticketed by city police—commuters returned to the rails in massive numbers.

Long Island estimated that it moved 200,000 commuters last Monday morning—two-and-one-half times its normal load. "We just let our freight lie on sidings to get enough locomotives to haul the commuters," said a spokesman.

The New York Central has had a special problem with its motive power. At the time of the last big snowfall, the road's motive power fleet was only beginning to return to normal following the effects of the road's shut-down during the New York harbor strike, midway in the long period of freezing weather.

For some of the indirect costs of the weather, consider the Pennsylvania's piggyback movement of stock from the Midwest to New York. Cattle trailers are allowed to go 32 hours without feed or water en route—and no longer. Piggyback schedules make it possible to bring the trailers in within the time allowance. If storms slow up delivery to the point where feed and water have to be provided, the extra expense can easily eat up all the profit in the rate.

Another problem arises in the same service. In normal weather, trailers coming in with stock can be cleaned and de-odorized and used to carry a profitable shipment of drygoods on the return trip. In New York's long spell of sub-freezing weather, the trailers have been going back empty; it has been impractical to clean them sufficiently for a drygoods return load because water used in the trailer interior freezes in the roof and later melts and contaminates the new shipment.

"The immediate impact isn't the whole story," a PRR spokesman says. "The total cost is always greater when all the figures are in than it appears at first."

Impact of the weather varied. Roads like the Bangor & Aroostook, accustomed to hard winters, were taking this one in stride. BAR reported reduced potato loadings as a result of the cold wave, but had no more snow than it was prepared to cope with—a ground covering, last week, of 36 inches.

The Nickel Plate reported little trouble, but added, "Our difficulties have been primarily with our eastern connections. You will get your story from them."

The Erie-Lackawanna, on the other hand, compared the effect of this season's weather with the catastrophic hurricane of 1955. "Our boys thought Hurricane Diana in '55 was bad," an E-L man says, "but recovering from this has been worse because of its extended period."

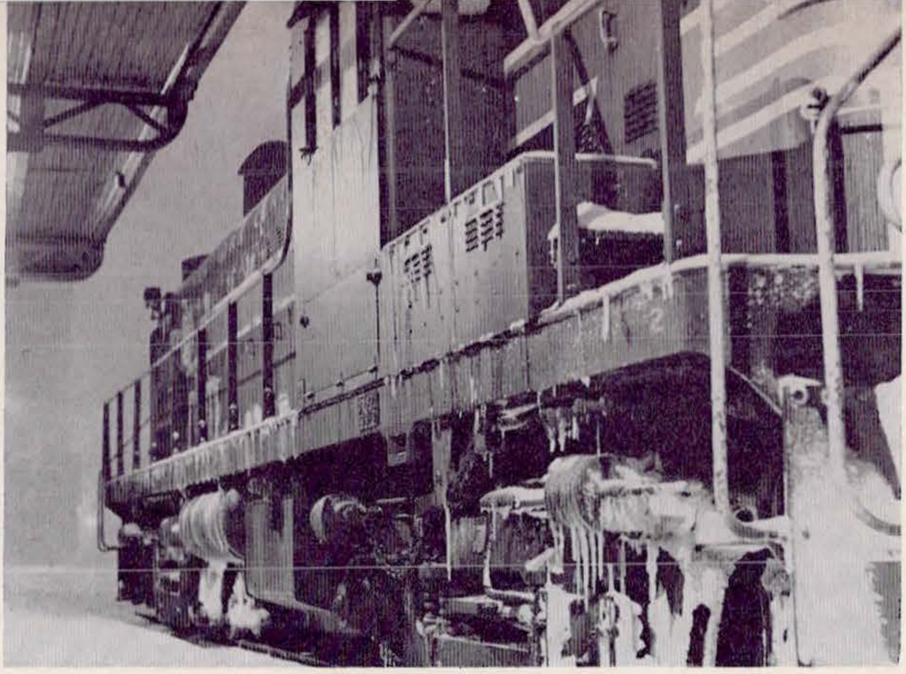
Norfolk & Western has suffered "some loss in coal loadings" because highway conditions have prevented miners from getting to work. But generally, N&W has escaped both the heavy snowfalls of the Northeast and the paralyzing ice storms of the South. Chesapeake & Ohio, similarly located, says it has had no plants shut down and doesn't think it has lost any traffic as yet.

The Seaboard Air Line, on the other hand, calls this winter "the worst in memory," as an SAL representative puts it, adding, "We aren't accustomed to this much snow and ice. We're bewildered."

Seaboard has reduced tonnage of all freight trains by an average of 15%, which has made it necessary to add extra freights in some areas. Industrial curtailments have reduced traffic, but there's been no corresponding reduction in service.

Snow and extraordinary cold have been the biggest problems in the Richmond area; ice storms have hampered activity in Georgia, Alabama and North Carolina. Adding to the problem, worker efficiency has been impaired by snowy and icy conditions in railroad yards—which has led the Seaboard to take extra precautions to prevent damage to life and property.

P&WV President Shields, who says this is the worst winter he remembers, reports that extra operating costs attributable to bad weather haven't made any sizable dent, as yet. The cost-conscious Mr. Shields (who recently announced an economy program designed to save the road about $1,000,000 a year) noted that the 12 inches of snow that fell over the P&WV in the last storm cost the railroad only $1,500 in overtime payments.



MOTIVE POWER SUFFERED in the prolonged freeze. Many roads pulled engines off normal runs for emergency use, faced power shortages as a result.

Most roads have had to put up with higher costs here.

Willard Almy, who as engineer, maintenance of way of the Jersey Central, is in charge of his road's battle against snow, puts it this way:

"Storms knock the tar out of our personnel, including officers. Everybody works around the clock on some kind of shift arrangement until you get things working properly, and then you have another one."

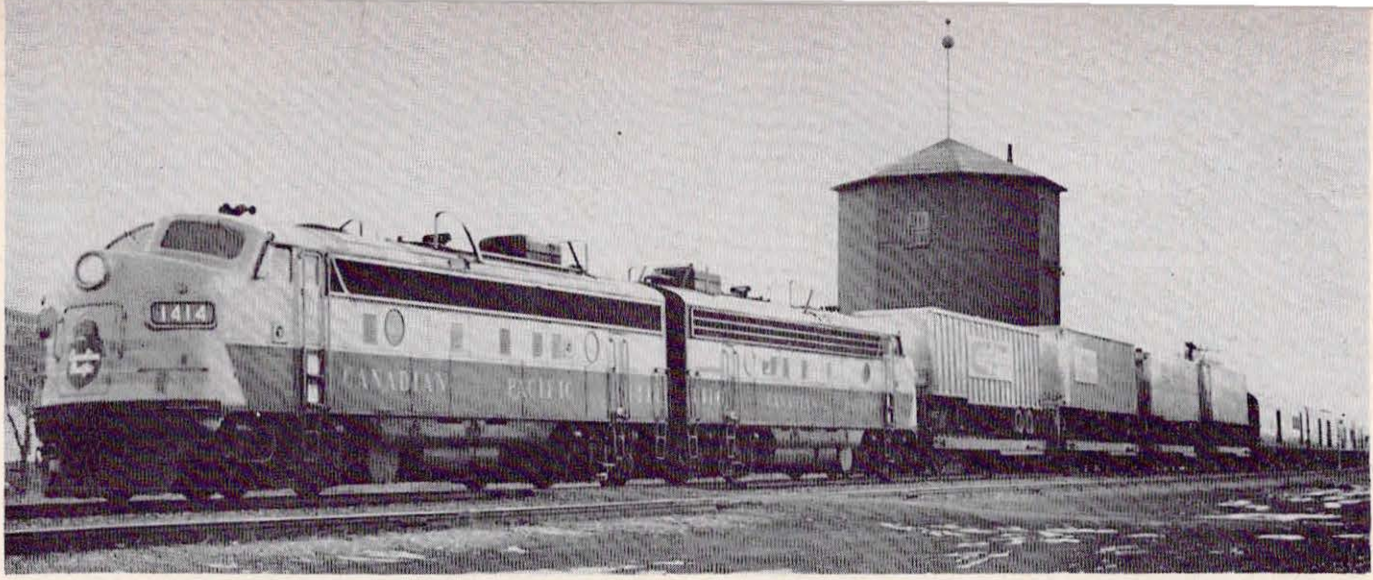
Most railroads are operating with minimum track forces today, Mr. Almy points out, so snow fighting means you have to draft people out of other departments simply to have the manpower for around-the-clock operations. And you have to go to the open market for men, too, he adds. (In one eastern city last week, a cash-short railroad and an equally cash-depleted city were trying to outbid each other for laborers for snow-removal work, with both sides paying a premium in the end.)

The high winds that have accompanied this winter's snows have created special problems on the Jersey Central. Winds can blow out snow melting devices at switches. Winds and resulting drifts have made it hard to keep railroad roadways clear.

"One of the best ways to fight snow is with complete mechanization," Mr. Almy says, and on his road, jeeps with plows, trucks with plows, bulldozers, swingloaders, weedburners, Jordan spreaders and anything else that can move snow is put to work.

While eastern roads slumped under the crushing weight of record snowfalls and zero temperatures, western lines were—in many instances—enjoying a comparatively trouble-free February. Roads operating in the upper Midwest and Northwest were experiencing, thus far, a "very moderate winter . . . with snow way below normal." The Chicago and Kansas City areas had moderate snowfalls—but no weather-induced operating difficulties. St. Louis was hit by 8 inches of snow Feb. 2 and another 2 inches Feb. 6 but operations remained normal.

RAIL TRAFFIC MOVED, but where assembly lines were shut down or plants closed because workers couldn't reach their jobs, cars stood idle.



FOUR TRAILERS-ON-FLAT-CARS are shown in westbound transcontinental passenger train No. 7 at Cochrane, near Calgary, Alta. Special guards on the engine roofs protect vista domes—and high trailers—against damage from icicles in the three major tunnels between Calgary and Vancouver, including the two spiral tunnels near Field, B.C.

OPERATION SPEED-UP

CPR: Piggyback Moves Faster

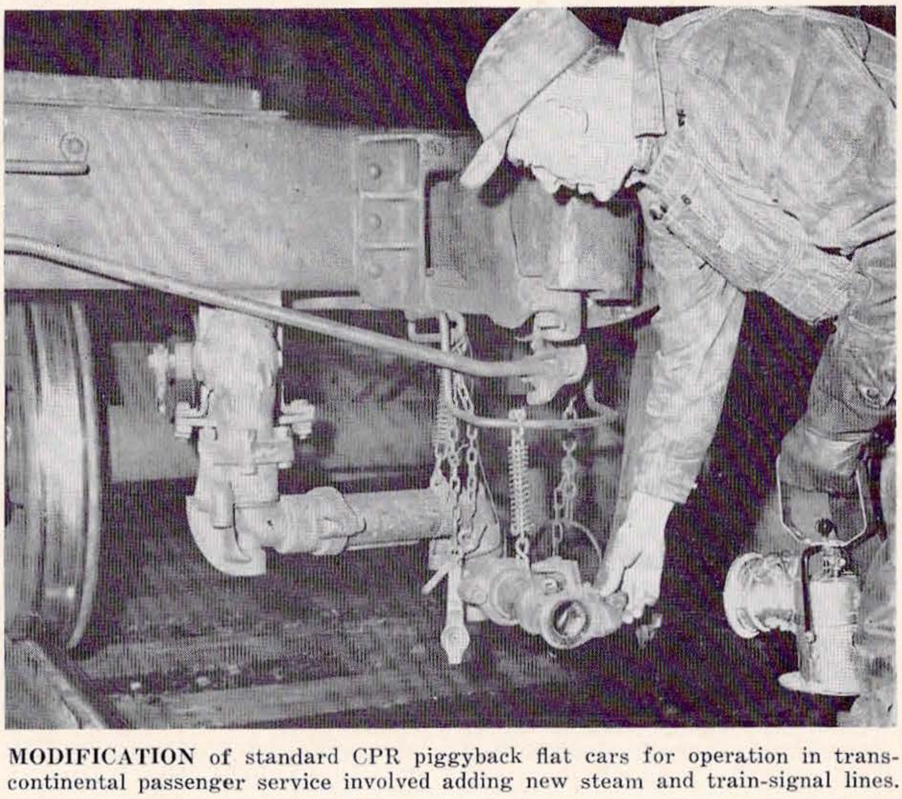
► **The Story at a Glance: Canadian Pacific has equipped piggyback flat cars for operation in passenger service between Vancouver and Edmonton, thus providing second-morning delivery at either end of the run. The service, in operation since Nov. 14, has been well received by shippers.**

The post-war growth of Calgary and Edmonton and growing traffic between the two Alberta cities and Canada's Pacific Coast led Canadian Pacific to think that speedier movement of piggyback loads would be a good way to boost traffic. Edmonton, however, is some 200 miles north of CPR's main transcontinental route.

Canadian Pacific, starting in October 1958, had experimented successfully with piggyback cars in passenger service between Winnipeg and the Great Lakes lakehead at Fort William. This had been primarily a light-density passenger run, but experience indicated that there would be no insuperable problems involved in adding piggyback cars to transcontinental passenger trains. Ten 46-ft piggyback cars with ACF hitches were fitted with steam and train-signal lines in CPR's Montreal Angus shops.

Piggyback loads are carried the 194 miles between Edmonton and the main line at Calgary on time-card freights 77 and 78. No. 78 leaves South Edmonton at 9:52 p.m. daily, reaching Calgary at 4:35 a.m. Cars are then hooked on between the engine and passenger cars of CPR's transcontinental passenger train No. 7, which leaves Calgary at 8:15 a.m. daily and reaches Vancouver, 642 miles away across the mountains, at 7:40 a.m. the next day.

Eastward, transcontinental train No. 8 leaves Vancouver at 8:00 p.m. Arrival at Calgary is at 9:00 p.m. the next day. Piggyback loads for movement on to Edmonton leave Calgary by time-card freight No. 77 at 10:50 p.m. and are in to South Edmonton at 5:00 a.m. the next morning.



MODIFICATION of standard CPR piggyback flat cars for operation in transcontinental passenger service involved adding new steam and train-signal lines.

MASS "PINNING" of Reading employees was carried out by Reading members of the NARBW. Here, Comptroller B. C. Cassel and members of his staff are receiving their buttons. The pins, reading "Let's Go—Sell Reading's Service," dramatize the joint management-employee campaign to boost Reading sales through cooperative effort.

Reading Lines Up 'Family' Aid

► **The Story at a Glance: From railroad women to retired engineers; from suppliers to city fathers; from shareholders to general chairmen; the Reading is asking all members of its "family" to help sell—and in the process to help improve—Reading's service. The program is broad. The railroad is enlisting wide support by assuming that many groups in addition to management have good reason to want to keep the Reading healthy. "This is not a gimmick nor a one-shot operation," says Reading President E. P. Gangewere. "It can well spell the difference between success and failure in a highly competitive market. . . We are beginning to look at our problems as a team of men —with the ability to solve them."**

"What railroad employees do and how they do it, what they believe and why they believe it, what they say and how they say it—all combine thousands of times each day to create the image of our industry," says President E. Paul Gangewere of the Reading. Adding that railroads have "the most loyal and sincere employees of any industry," Mr. Gangewere makes the point that "despite some of the differences we sometimes have with our labor organization, we have infinitely more things in common than those which draw us apart."

On this premise, Reading has been moving steadily toward constructive labor-management cooperation. In the process, other groups who share a common interest in keeping the Reading a going concern have been invited to take part.

The key to effective cooperation by all the diverse elements that make up the Reading "family," Mr. Gangewere believes, is good communication between those elements. "Employees know where they stand," Mr. Gangewere says, "when management forthrightly and currently states its position on matters which affect the employee personally."

It's part of human nature for employees to like to feel that they are an important part of the organization they work for, that they can contribute something more than a routine performance of daily duties.

To capitalize on this attitude, Reading takes a direct approach. The railroad's management is making a special effort to provide a clear, straightforward explanation of each of the problems it faces—and what individuals can do to help overcome them.

Specifically, Reading management is stimulating the flow of information in three areas: The railroad wants to make sure that all employees are fully informed of the services and facilities available, particularly as the company makes progress in adopting its concept that it should supply "department store" or "total transportation," rather than rail transportation alone. (In addition to rail service, Reading has a growing trailer-on-flat-car service plus a highway subsidiary, Reading Transportation Company, which provides truck-water-truck service in cooperation with Seatrain Lines.)

A second goal is to enlist employee support in meeting problems like increasing non-rail competition, and to communicate to everyone on the railroad the real sense of urgency with which management regards these problems. Stating the problem and giving the facts about it the widest possible distribution are important here, the Reading thinks.

In another area, the Reading expects to get—and is getting—concrete leads to new business. "Operation Bootstrap," as the program is called, is not a program designed only to boost morale, Mr. Gangewere points out. The railroad is promoting the program because of the real help it is getting in improving sales and service.

Last spring, for example, "Task Force Customer Reading Railroad" got under way. Operating and traffic officers from the railroad teamed up to call on top traffic officers of plants they serve. Included were conductors and enginemen as well as the superintendent or his assistant and the freight traffic representative.

One of the prime objects of the visits was to give the crewmen a better understanding of the needs of the industries where they deliver and pick up cars. The plant traffic managers in turn had a chance to meet the men most directly concerned with handling their rail freight. In the exchange of ideas between the two groups, both sides were able to talk about specific problems and ways to improve service.

Conductors and enginemen making the visits did so with the knowledge of their respective brotherhoods—and received a full day's pay for their time.

In another phase of the campaign, a booklet—"What We Have to Sell"—was prepared. Beginning with an illustrated outline of sales, services and facilities the Reading has available, the booklet winds up with some direct and specific advice:

"Here, then, are some of the things you can do to help:

- "Ask your friends and the merchants from whom you make purchases to route their freight via Reading, whether by rail or truck. If it is seen that you have an interest in his business, chances are he will want to give your company a hand.
- "Be on the lookout for the possibility of new businesses locating along the Reading. You may sometime hear of a new industry expressing interest in locating in the area we serve. A prompt 'tip' to our industrial development department will enable a representative to check, make contact with the industry and perhaps lead to the location of a good freight-producing company along our line.
- "In the area of coal traffic, lend your assistance in helping to see that efficient coal burning equipment is used in any buildings in which you may have an interest in planning. A call to our coal traffic department will bring prompt assistance or follow-up.
- "If someone of your acquaintance

IBEW Local Hits Teamster Drive

Electrical workers on the Reading are taking seriously the possibility that attacks on piggyback by the Teamsters and others may slow or halt this promising area for rail growth. Under the leadership of General Chairman Carl Porr and other officers of Local 744, they have set out to counter Teamster pressures by presenting the issues as rail labor sees them.

Quoting the December 1960 issue of "Teamster" as saying, "If you are buying a new car, make sure it was delivered by teamster-driven trucks; don't buy a car that has been shipped by railroad," and giving two pages of chapter and verse to document teamster efforts to destroy piggyback, officers of Local 744 published an open letter to all railroad employees. The letter is being given wide circulation.

Admitting that "certain things were done by the railroads that we were not in accord with," the letter said that discussions of the situation reduced in part "to the margin where we did agree that subsidies are the big menace that hurt and impair our livelihood and that something had to be done about the condition. We felt that our leaders were fighting the battle but reserve help was very necessary from the rank and file . . . Most of the time we have failed miserably, and while we sat back doing nothing, others including the Teamsters were out fighting for laws and measures that were enabling their people to work while ours were being furloughed."

After describing efforts by Local 744 to help the Reading improve business conditions, the letter continued: "We don't want this project to be a one-union affair, but we must continue as such until others will seriously realize the importance and come forward. Although the reaction and help of the rank and file from engineers and clerks down to laborers has been terrific . . . [as shown by the] large volume of mail from individuals and unions throughout the country, still the help and cooperation are lacking from the persons we need the most—our other rail unions! A few feel that the railroad should be doing what we are doing and that it is not the business of the union. We feel railroad business means jobs and if getting business will keep our men working, then *that is our job* . . . If you do not like our way but agree with the principle, then please for the sake of all members, put a program of your own into effect. . . .

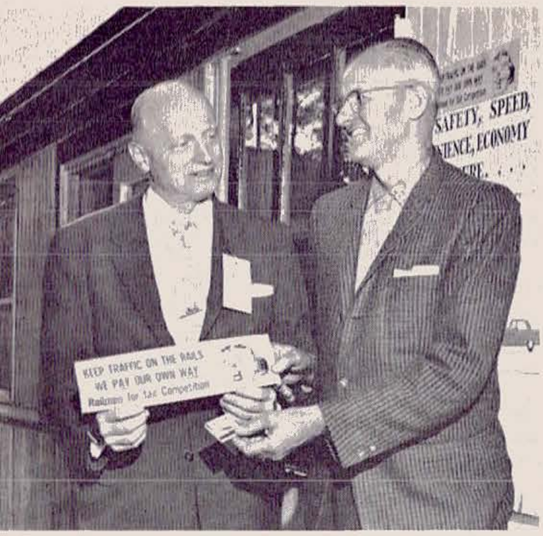
"The December 1960 issue of Teamster clearly indicates how they fight for their jobs and spend their union money. There is no hesitation by these people; they do not wait for others to do it for them; theirs is a direct approach for their own protection. Is their method wrong? Are we going to fight back or just let them succeed in their efforts which will plainly result in loss of jobs for us? For years the trucks have taken our business but no cry was heard from the Teamsters about that, but now that they are faced with losing some of their jobs to railroad piggyback service, they are crying hard with crocodile tears! That is what we should have done long ago when we lost jobs!

"Our union is fighting back for jobs, using our own funds, waiting help from no one nor arguing who is right or wrong. We must admit the Teamsters have the guts to fight for their jobs.

"Are they better than we?

"Let us get together and make this a united effort by the rank and file. Press your local to cooperate or progress ideas of your own. If unsuccessful, then support our program, because we are not going to quit!"

—(Signed) "Officers, Local 744,
IBEW"


SAFETY, SPEED,
KEEP TRAFFIC ON THE RAILS
WE PAY OUR OWN WAY

BUMPER STICKERS, posters and matchbooks prepared to promote traffic by rail are shown by Chairman Carl T. Porr (right) to Reading President E. Paul Gangewere. Mr. Porr's local sold the matchbooks to finance the bigger displays promoting the same ends.

has freight moving into or out of the United States, ask him to route his freight via the Port of Philadelphia and Port Richmond Marine Terminal.

- "When you encounter a friend who ships freight, but who insists he cannot use the railroad, tell him about Reading Transportation Co. and the trucking service available through the Reading. . . ."

"What We Have to Sell" has had two printings of 20,000 copies each, and may go into a third. A copy of the booklet has been given to every employee, either by his department head or a major supervisory officer in his department. Comptroller Byron C. Cassel, for example, personally distributed the booklet to the more than 500 people of his department, getting together with them in groups of 25-30 to explain the company's financial condition and traffic situation. Superintendent of Motive Power & Rolling Equipment W. A. W. Fister did the same in shops up and down the line. Similar meetings took place in every other department. Copies of the booklet also went to shippers and other interested persons.

Here's what some of the readers of the booklet had to say: "I did not realize the Reading was so versatile." "This is an important piece of literature which should help bring about better employee-management understanding." "We will try to give your railroad some TOFC business."

The booklet had a wide distribution among other railroads and industries outside railroading as well. Only part of the distribution outside the industry has been to shippers; others who have requested the booklet—like banks, public utilities, off-line manufacturers, union leaders—have done so because the concept of using employee-management cooperation to create new business is of interest throughout industry. Typical of this group is a letter from a bank that concluded, "We find your booklet of mutual interest." Three college students wrote: "We appreciate the trouble you are having with trucking and would like to do something to help your cause." Nearly everyone who commented on the booklet remarked that it provided new facts about Reading service.

Copies of the booklet went to all retired employees, with a letter from President Gangewere, saying in part: "It occurred to me that you, as one of the Reading's 'senior statesmen,' would like to see this booklet. . . Because of your years of experience with the Reading, it may be that some of these suggestions will strike a familiar note, and you, too, could give us a hand."

Several of the railroad brotherhoods pledged their active support to the "Sell Reading" campaign as set forth in the booklet—and some of the brothers went further.

Judson Swan, general chairman of the Brotherhood of Railway and Steamship Clerks on the Reading, for example, wrote: "Copies of the brochure have been secured and mailed to all local chairmen and subordinate unit officers under the jurisdiction of our system board. In addition, our membership has been directed to be alert to any possibilities of selling available services of rail carriers and to take an active part in keeping traffic on the rail . . . I am sure [the booklet] will serve to create interest of the employees in being rail minded and endeavoring to do their part in promoting rail traffic."

The Reading Local 744 of the International Brotherhood of Electrical Workers (AFL-CIO), with the blessing of management, decided it should do something about the railroads' competitive standing in the struggle for traffic. The local, under the leadership of General Chairman Carl T. Porr, bought matchbooks urging "Keep Traffic on the Rails," with a picture of a TOFC train on the cover, and on the back, the IBEW seal, the local number and: "Support your railroads because they: pay their own way; provide jobs; pay taxes; make volume purchases; carry anything for anyone, anywhere, anytime; are your hometown neighbors."

Matchbooks were sold to union members and others. With the proceeds, the union purchased and distributed automobile bumper stickers carrying a similar message: "Keep traffic on the rails—we pay our own way." There are now 1,500 of these, all over the Reading system. Other unions have shown interest in Local 744's campaign, and there is a good chance that the campaign will be adopted by some of the other brotherhoods.

Mr. Porr, at a meeting of IBEW officers in Detroit attended by 90 delegates representing every major road in the United States and Canada, described what his local was doing.

"As a result of a combination of circumstances," Mr. Porr said, "conditions in the railroad industry have become increasingly serious. Both business and jobs have been decreasing at a steady pace. We hear much discussion as to what is wrong, and we hear criticism of the action of both labor and management. But nothing has been said or done to reverse the downward trend, nor has anything been done to consolidate our forces and work together for our mutual benefit."

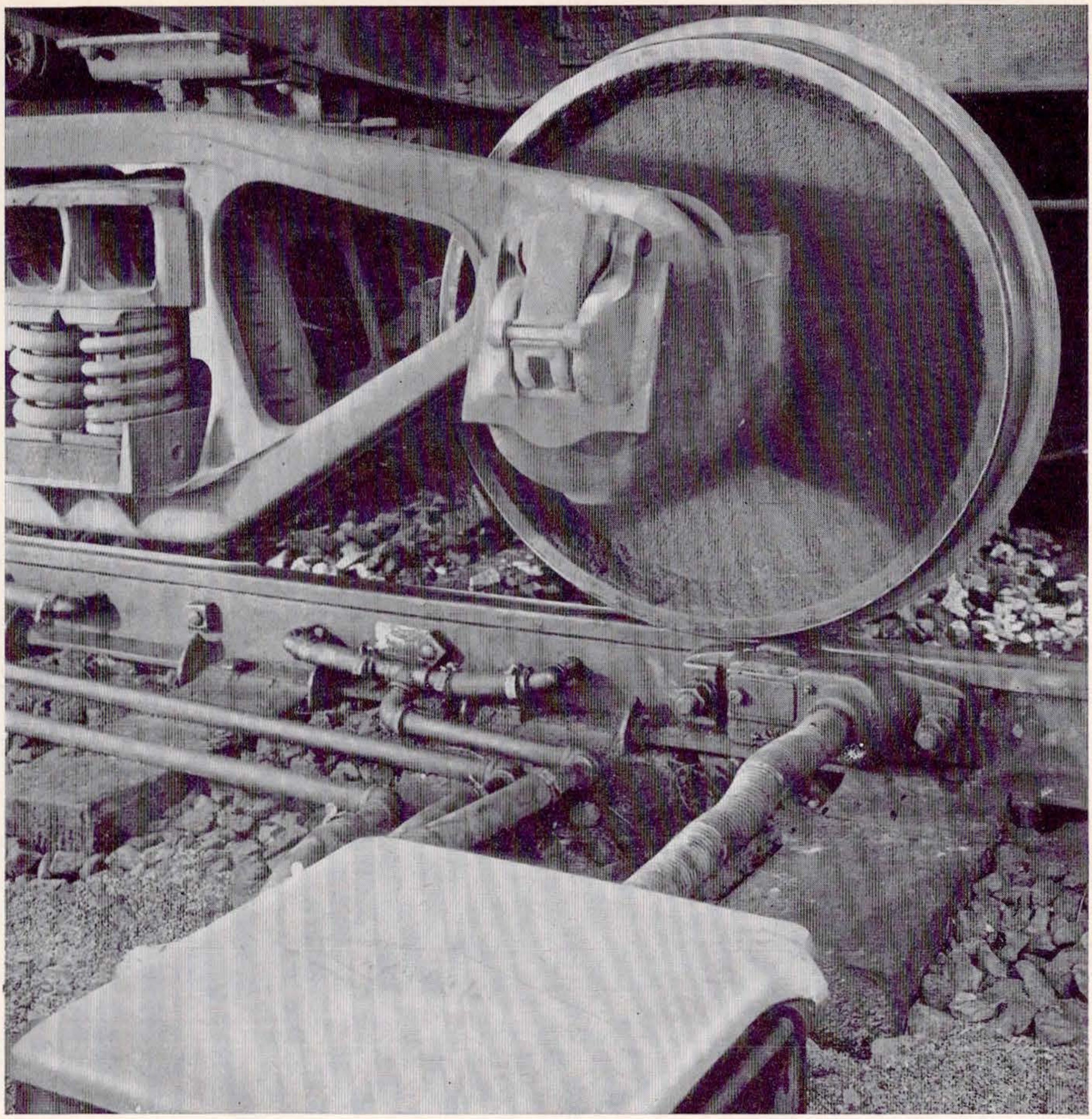
Mr. Porr pointed to case histories of such industries as coal, hosiery and textile where there had been no concerted action on the part of labor and management. All these industries had suffered serious losses to labor and businesses concerned, he noted. On the other hand, in the clothing industry, labor and management had worked together with the result that the clothing industry ended up stronger than before. "Business came back," Mr. Porr said, "jobs were saved, and today, both the industry and unions have greater strength as a result of combined action. . . .

"We all have problems," Mr. Porr said. "Management is facing its problems; the unions are facing theirs. But the actual survival and return to strength of the railroad industry is the big one. Will we face it together?"

Delegates to the Detroit meeting were interested, unanimously. Since then, Mr. Porr has had so many requests for further information, he finds it hard to handle them all and keep up with his regular duties.

"We are only one local on one railroad," Mr. Porr says, "and we are low on funds, but what we've done indicates the path that can be taken. By joining together, we cannot help but cause the politicians to take notice—and take action. And it will make the public ask some questions too."

Key to the whole campaign, though, is the attitude Reading's top management is taking. And that is to use "Operation Bootstrap" in every way possible to promote business. As President Gangewere put it in a staff memo: "It is particularly important that prompt follow-through be taken by the traffic department on inquiries generated. It is also desired that I be informed on constructive action resulting from this approach."



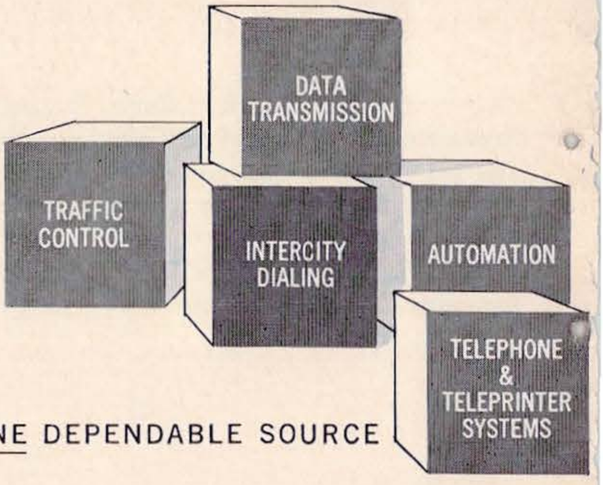
NO MORE "WAILS" FROM WHEELS OR RAILS!

New VAN ESTAN® 10 Rail Curve Grease not only reduces wheel flange and rail wear, it also ends that nerve-shattering screech on curves and switches. Its excellent pumpability in all seasons gives longer life, lower maintenance costs for wheels, rails, and switches.

Van Estan 10 is the latest in a series of advanced Esso products designed to help railroads operate more profitably. You can find out all about them from your Esso Sales Representative. He is a trained and experienced lubrication expert, backed by the world's largest research facilities. And he specializes in the kind of personalized service that will make your job much easier. Give him a call, or write to us at: 15 W. 51st St., N. Y. 19, N. Y.

ESSO STANDARD, DIVISION OF
HUMBLE OIL & REFINING COMPANY
Esso

Biggest thing to hit high-speed system


DATA TRANSMISSION
TRAFFIC CONTROL
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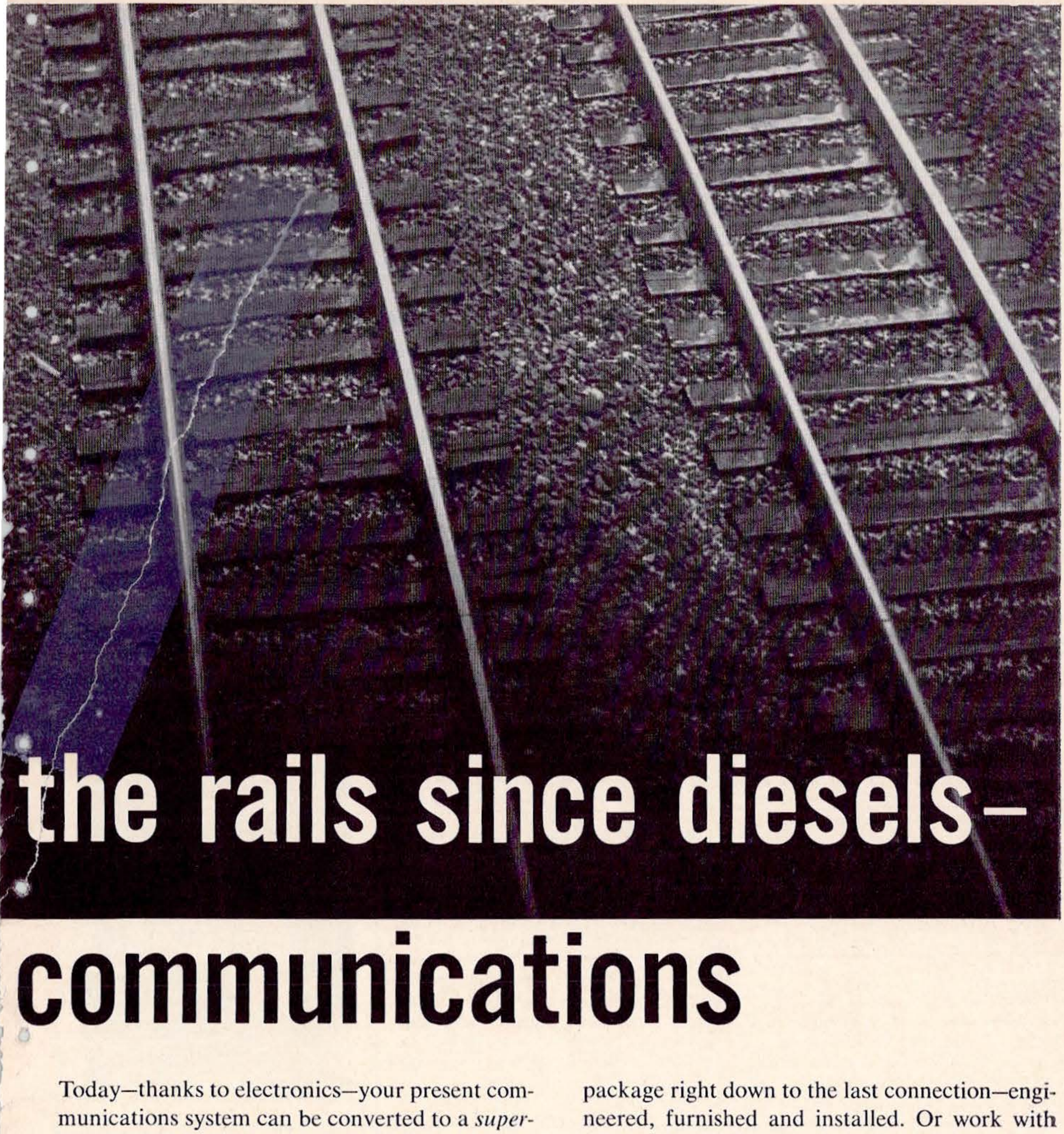
AUTOMATION
TELEPHONE & TELEPRINTER SYSTEMS

ALL THE "BUILDING BLOCKS" YOU NEED—FROM ONE DEPENDABLE SOURCE



the rails since diesels—communications

Today—thanks to electronics—your present communications system can be converted to a *super*-communications network capable of speeding up freight, cutting red tape and reducing paper work.

Without stringing a single additional wire, you can increase the traffic capacity of your lines 16 times, and utilize them for high-speed teleprinters, data transmission and automatic control.

And the entire system can be integrated for intercity dialing that puts *everyone* along the line within instant reach.

We can supply this high-speed communications package right down to the last connection—engineered, furnished and installed. Or work with your Communications Superintendent in planning a "building-block" system that permits you to add as you go.

For full details, phone FIllmore 5-7111 or write the Director, Railway Sales, Automatic Electric Sales Corporation, Northlake, Illinois.

AUTOMATIC ELECTRIC

Subsidiary of

GENERAL TELEPHONE & ELECTRONICS

GENERAL SYSTEM

C&NW Wants More Commuters

► The Story at a Glance: The Chicago & North Western, which operated its suburban service in the black in 1959, intends to keep it that way. In an effort to attract an additional 20,000 daily riders, C&NW is aggressively merchandising its modern commuter equipment (specialized, high-capacity cars custom-tailored for the suburban trade) and improved service. Among recent service innovations: "Shopper Specials" designed to increase off-peak travel.

Critics have argued that the best way to lick the do-it-yourself carrier—of either passengers or freight—is to provide a superior brand of commercial transportation that will make private carriage unattractive from the standpoint of both cost and service.

Chicago & North Western Chairman Ben W. Heineman, for example, speaking of his road's commuter service, says the North Western is "out to develop a good, marketable 'product,' as low in cost and as high in efficiency as our ingenuity can devise, at charges sufficient to pay for it."

When the last of 200 new, double-deck "commuter streamliners" is placed in service later this year, C&NW commuters will ride "the world's most modern suburban service." To promote this service, North Western has embarked on a hard-sell advertising campaign aimed chiefly at its biggest competitor —private auto carriage.

Mr. Heineman wants to increase North Western's daily riders from 80,000 to 100,000 by the end of 1961. "We have no notion whether we will attain this volume," he said. "What is important is that we intend to try."

North Western is doing just that.

Lengthy studies of its complex and costly commuter problem showed the need to abandon traditional concepts and shun piecemeal remedies. "We decided to run our suburban service the same as any other modern-day business, stresses F. V. Koval, director of suburban services. "We are purchasing specialized, high-capacity cars that can be used only in suburban operations and we intend to make our commuter service self-supporting."

As a result of the studies, which included a market survey of North Western's suburban territory, commuter operations were completely overhauled. Many stations close to Chicago were eliminated, new ticket and collection systems were installed, and train schedules were revised. A fare increase was requested and granted. "We were willing to test the theory that the same principles which affect any other business will apply to suburban train service as well," said Mr. Heineman.

Results at the end of the first full year of operation (1959) of C&NW's self-supporting suburban service were announced in an "Annual Report to Commuters"—a modest profit of $30,000 compared to a net loss of $1.6 million the previous year. Figures for 1960, not yet completed, indicate the service "will be near the break-even point."

During the past year, service improvements and some added fringe benefits for commuters have provided substance for North Western's campaign to promote its suburban train service.

To attract off-peak riders, hourly service was inaugurated on the Galena Division—one of three suburban divisions—last November. A total of 75 new trains (13 on weekdays, four on Saturday, six on Sunday) were put in service on this division to provide hourly (weekday) departures from each suburban station to Chicago and from Chicago to the suburbs throughout midday and early evening. Established rush hour schedules were not changed.

If these "Shopper Specials" prove successful, increased off-peak service will be offered also on the Wisconsin and Milwaukee divisions.

With the change in scheduling, timetables were redesigned to make them easier to read. Each of the new, streamlined timetables was printed in a different color for easy identification with its proper operating division.

Opening of "Rainstick Junction" was a popular innovation with commuters as well as the Chicago press. Here, office-bound commuters, caught in the rain without an umbrella, are invited to "pick up a bumbershoot to keep you dry between our station and your office."

Beginning last Fall, North Western began to merchandise its suburban train service with a series of full-page advertisements carried in 53 suburban papers in its commuter market area and zone edition of an afternoon Chicago daily. The ad campaign is based on the theory that commuting by train, and specifically by North Western, offers many advantages over commuting by private auto. It is aimed at luring riders from highway to train by "informing drivers of our new, efficient suburban service" and letting them decide for themselves which way is better.

Mr. Heineman is convinced his road can attract more riders "provided they are satisfied that every effort is being made to operate the service as efficiently and economically as possible."

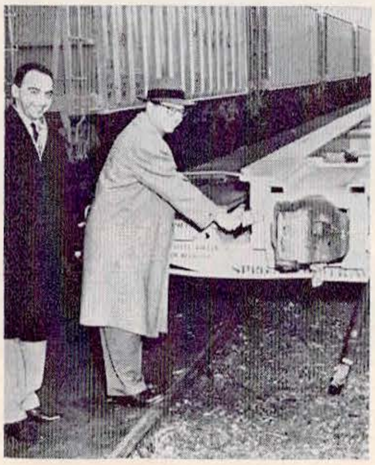
The first newspaper ad appeared on one of Chicago's uncomfortably humid days late last summer. It invited autoists to "Come aboard the new North Western commuter streamliners and relax in air-conditioned comfort."

As Chicagoans were struggling through the first winter snowfall, North Western even appealed to the "snowbirds" with an advertisement declaring, "It is always Springtime on the new North Western Commuter Streamliners." Snow-bound motorists were invited to "Go new North Western. Fast, comfortable, dependable—with none of the delays, frustrations and hazards of winter driving."

Another ad invited drivers to "Free yourself from traffic tension—use your commuting time to do as you please on new North Western comfort-conditioned streamliners."

Faced with increased competition from Chicago's newly-opened Northwest Expressway, which roughly parallels C&NW's suburban Wisconsin Divi-

(*Continued on page 26*)



1,000th Car

Frank George, assistant to general freight traffic manager, Santa Fe, applies symbolic last dab of paint as AT&SF accepts delivery of 1,000th R85-G85 piggyback car built by General American. Delivery of this unit completed order for 200 cars from Santa Fe, which will use the cars (equipped with bi-level and tri-level racks) for shipment of new autos. At left is Deodat Clejan, manager of General American's Piggyback Division.

SMOOTHEST PERFORMER ON ANY ROAD
BENDIX
Bendix
DIESEL
FUEL INJECTION

Wherever diesels roll—switchyard, desert, mountain pass, or plains—you will find Bendix® Diesel Fuel Injection Equipment delivering dependable performance around the clock, around the calendar. With progressive railroads, it's the logical choice for product quality backed by world-wide service facilities.

Scintilla Division
SIDNEY, NEW YORK

THE Bendix CORPORATION

C&NW WANTS MORE COMMUTERS *(Continued from page 24)*

sion for some distance, North Western advertised itself as "Chicagoland's fastest expressway." Autoists caught in rush-hour traffic jams were told that "New North Western express commuter streamliners rush you to and from Chicago—without traffic jams or weather worries."

Another advertisement hit the motorist where it means the most—in his pocketbook. "You can save hundreds of dollars a year commuting on the New North Western," it said, and invited the motorist to "figure it out for yourself." The ad provided a commuting cost comparison chart that showed how a typical commuter (40-mile round trip daily) spent $677.50 yearly driving to and from work. The figures were based only on expenses for gasoline, tolls, parking, service and wear (on extra commuting mileage only) and insurance. No charge was included for depreciation and costs were based on ownership of only one car. Contrasted with this, were expenses of the typical North Western commuter who lives 20 miles from downtown. Including cost of transportation between home and suburban station, this rider pays only $309.66 for his yearly commutation and according to C&NW figuring, he saves a tidy $367.84 commuting on the train.

This advertisement was reprinted in leaflet form and distributed to all North Western riders to help convince them that "their commutation ticket is the biggest bargain" they buy.

Backing up the newspaper advertisements were 50 spot radio announcements carried on three Chicago stations and aired during the morning and evening rush hours. Again, these spots were directed toward the motoring public and played on the discomforts of hot weather driving as well as the hazards of winter traffic.

Merchandising commuter service in this way is not unheard of, but according to Mr. Heineman it is "the first time, to our knowledge that [it] has been done in any comprehensive way by any suburban rail line at Chicago since the turn of this century. We hope to persuade automobile commuters to try a comfortable, relaxing, commuter streamliner ride."

Railroading After Hours with Jim Lyne

WHAT IS AUTOMATION?—Peter Wilson, operations research chief of the Canadian National, in his recent appearance at Northwestern University, distinguished between the new-fangled term "automation" and "mechanization" (which has been with us a long time) somewhat like this:

Replacement of the horse by the automobile was mechanization. Speed control in a hump yard (involving decision-making by a machine) would be automation. Most so-called "labor saving" improvements today, as for the past century, involve mechanization, not automation. Automation may reduce or modify the labor needs of an operation—but the main objective is improved performance (e.g; automatic speed control and track settings in a yard to simplify the hump operator's job and improve performance).

TURNING THE CORNER?—A fellow was asking me the other day when and if I thought the railroads would "turn the corner"—meaning, of course, when their traffic and earnings would quit falling and start rising again.

I do not believe there is only one corner to turn, but many corners; and some of them have already been turned—piggyback traffic, for example. I also know of a number of commodities wherein railroad tonnage is increasing. There is certainly increasing discussion in governmental circles of equalization of taxes and regulation between railroads and other forms of transportation. This is a corner that could be turned this year. Important corners still to get around are working rules and big mergers.

There is one corner which, when turned, would (in my fallible opinion) instill more confidence in the future than any other—that is the corner of improved union relations. When the brothers really start to gear their policies to building railroad traffic and earnings (as the only certain job security there is), then (as I see it) all the other corners would go flying by like pickets in a fence.

'LIVE IT UP'—Is government acting wisely in promoting methods of transportation that waste exhaustible fuel resources, while discouraging those that conserve fuel? This question was asked by Professor W. W. Hay at the Railroad Conference at Northwestern University, January 21-23. He pointed out that a bus produces 10 times as many passenger-miles per gallon of fuel as a private automobile; and a railroad produces 4 times as many passenger-miles per gallon as a bus does. A jet airplane is a fuel glutton—41 passenger-miles per gallon, only 3 1/3% of the fuel efficiency of a train, in passenger transportation.

One way of looking at such a situation is recorded in Ecclesiastes 8:9: "A man hath no better thing than to eat, drink and be merry."

Our great grandchildren a few decades hence—as they shiver around a frugal fire of a few precious sticks of wood—may, however, have a somewhat less easy-going opinion of our present-day practices.

COMMUNITY LEADERS NEEDED—Southworth Lancaster of Cambridge, Mass.—formerly a railroader and transportation professor—has qualified himself as an authority and spokesman for the public interest on questions of urban (and suburban) passenger transportation. Here, in part, is something he said on a recent TV broadcast from Boston:

"Mass transit by rail is the only way to take the overload off our highways. The cost of a transit program looks big, so people shy away from it—but they go along with highway expansion, though the costs may be many times greater. If by spending a few millions on transit we can avoid spending billions on road building, we have a net gain. If we spend a sensible amount on transit, there will still be money for roads that are needed, and we'll get more value for our dollars. This is the time for Community Leadership to step in and show the way."

IT'S HERE!

LINDE'S ALL-NEW RAIL WELDING METHOD

...biggest step forward in rail welding in 22 years!

YOUR OWN
FULLY
MECHANIZED
ASSEMBLY PLANT
FOR *Ribbonrail*® SERVICE

Available from LINDE'S Oxweld Railroad Department on a LEASE or CONTRACT basis...

- Manned by Your Own Crew
- At Your Choice of LOCATION
- Or Operated by LINDE at one of Our New, Convenient Custom Welding Plants

A completely new, integrated Continuous Rail Welding System by LINDE that helps railroads slash rail welding costs by *more than 40%*.

TODAY
LINDE offers you famous

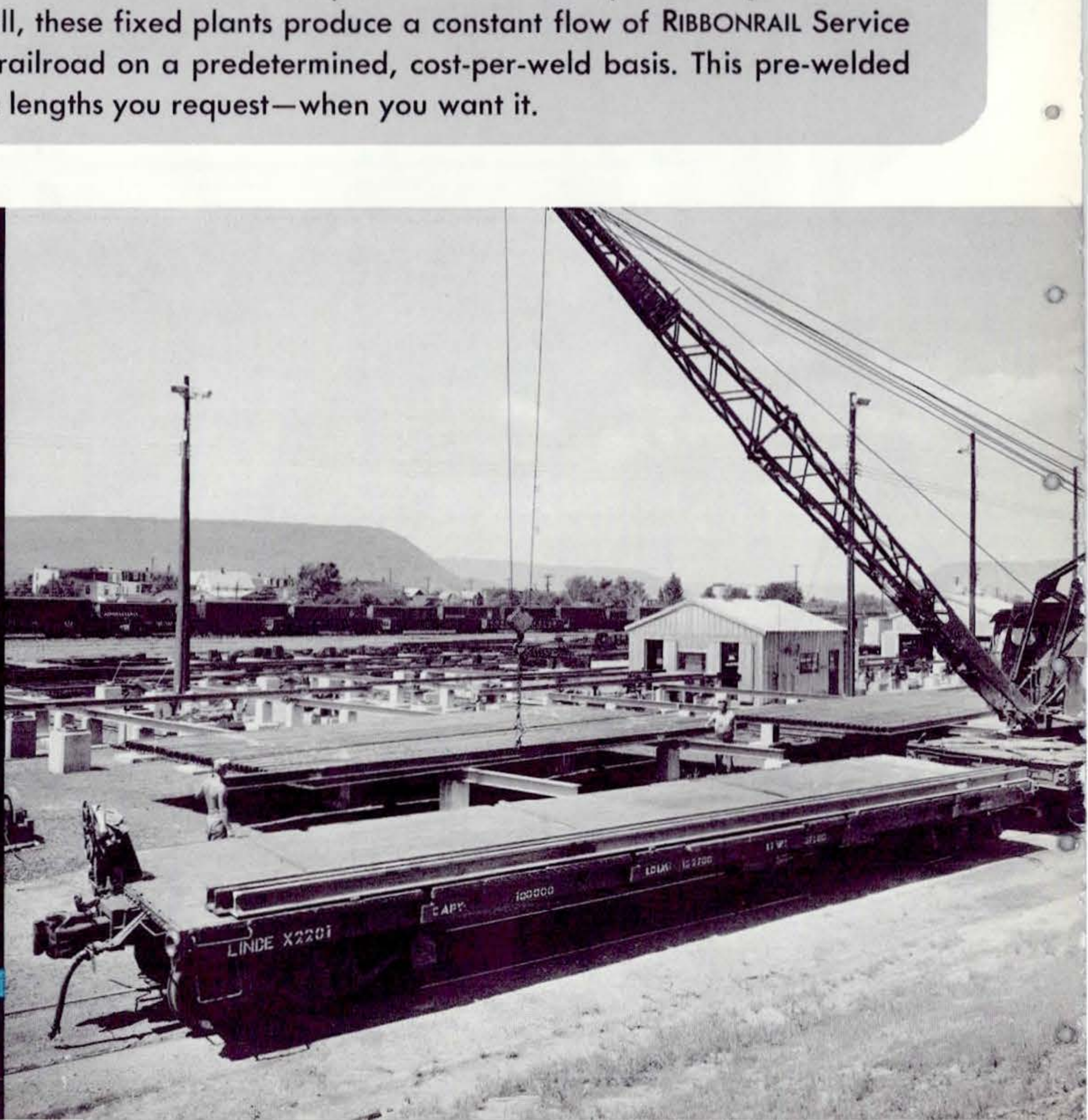
on a mechanized, production-line basis at any location you select

When you LEASE... you make *no capital investment* for equipment! You only provide the site, utilities, and crew. LINDE provides all the machinery needed to transform your site into a modern RIBBONRAIL Service Production Line. All necessary equipment is portable and can be mounted on railroad cars or in fixed buildings.

When you CONTRACT... you utilize, on a contract basis, welding plants owned and operated by LINDE. Located near the rail mill, these fixed plants produce a constant flow of RIBBONRAIL Service welded rail for your railroad on a predetermined, cost-per-weld basis. This pre-welded rail is produced in the lengths you request—when you want it.

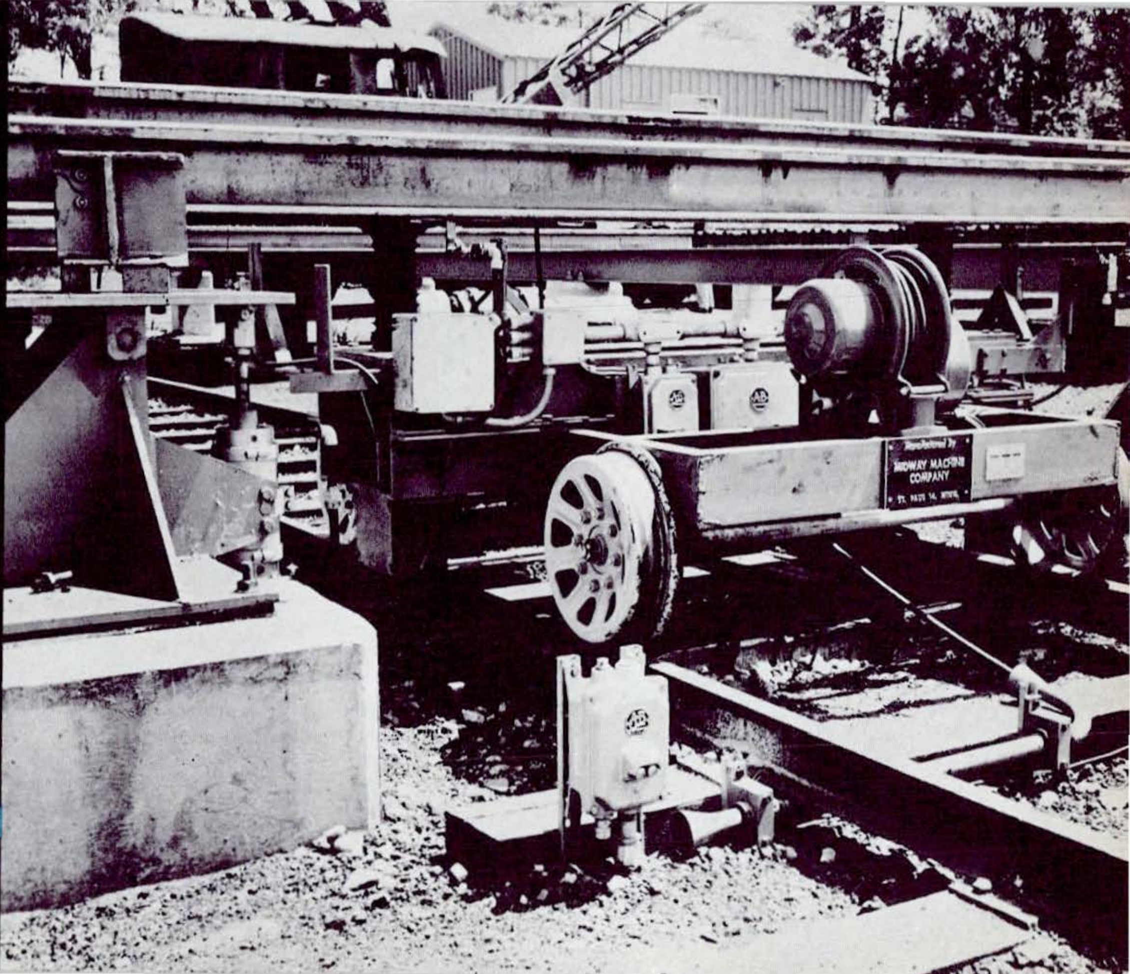
1.

New, standard 39 ft. rails are unloaded at LINDE'S RIBBONRAIL Production Center. This equipment makes continuous welded rail with either new or relayer rail.



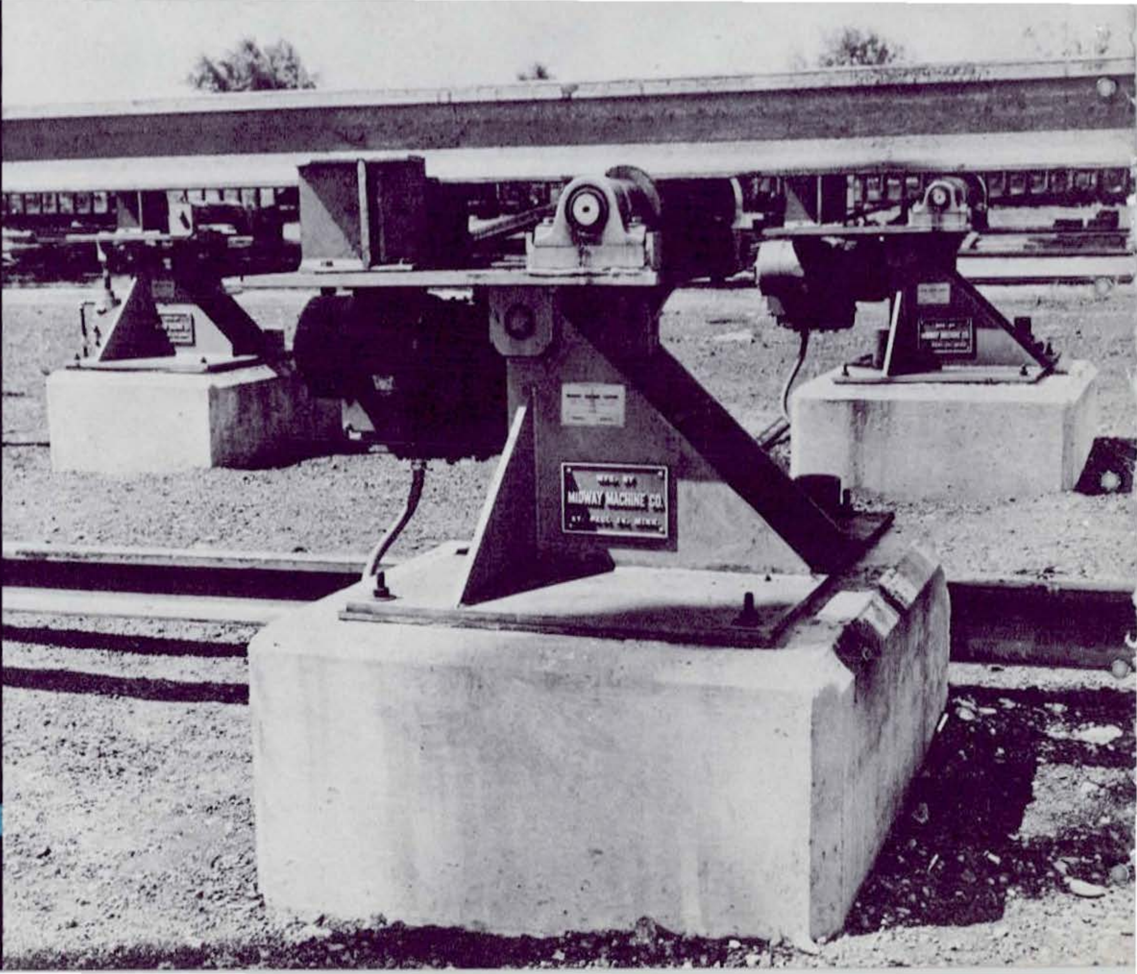
2.

Automatic rail handling cars bring rails from storage racks and deposit it on the production line as it is needed. The empty car then shuttles back to the rack and repeats the loading cycle. Sensing devices tell the car when new rail is needed.


Manufactured by
MIDWAY MACHINE COMPANY
ST. PAUL 14, MINN.

3.

In the production line, the rail is forwarded by a power roll which advances it to an idler lift roll. This device compensates for the camber of each rail with a series of specially-designed air pressure devices.



Ribbonrail® Service Welding

...and you may *Furnish Your Own Crew* or *Use a LINDE Crew.*

Either way, you get the finest welds available, backed by the experience and "know how" of the manufacturers of the world's finest welding equipment. "Know how" gained in more than fifty years as leader in the welding industry.

RIBBONRAIL Service provides you with consistent, high-quality welds. You get a dependable, steady supply of welded rail, delivered when you need it. These photographs illustrate the new, RIBBONRAIL Service automated production line developed by LINDE to provide railroads with the most efficient and economical method of obtaining continuous welded rail of the highest quality.

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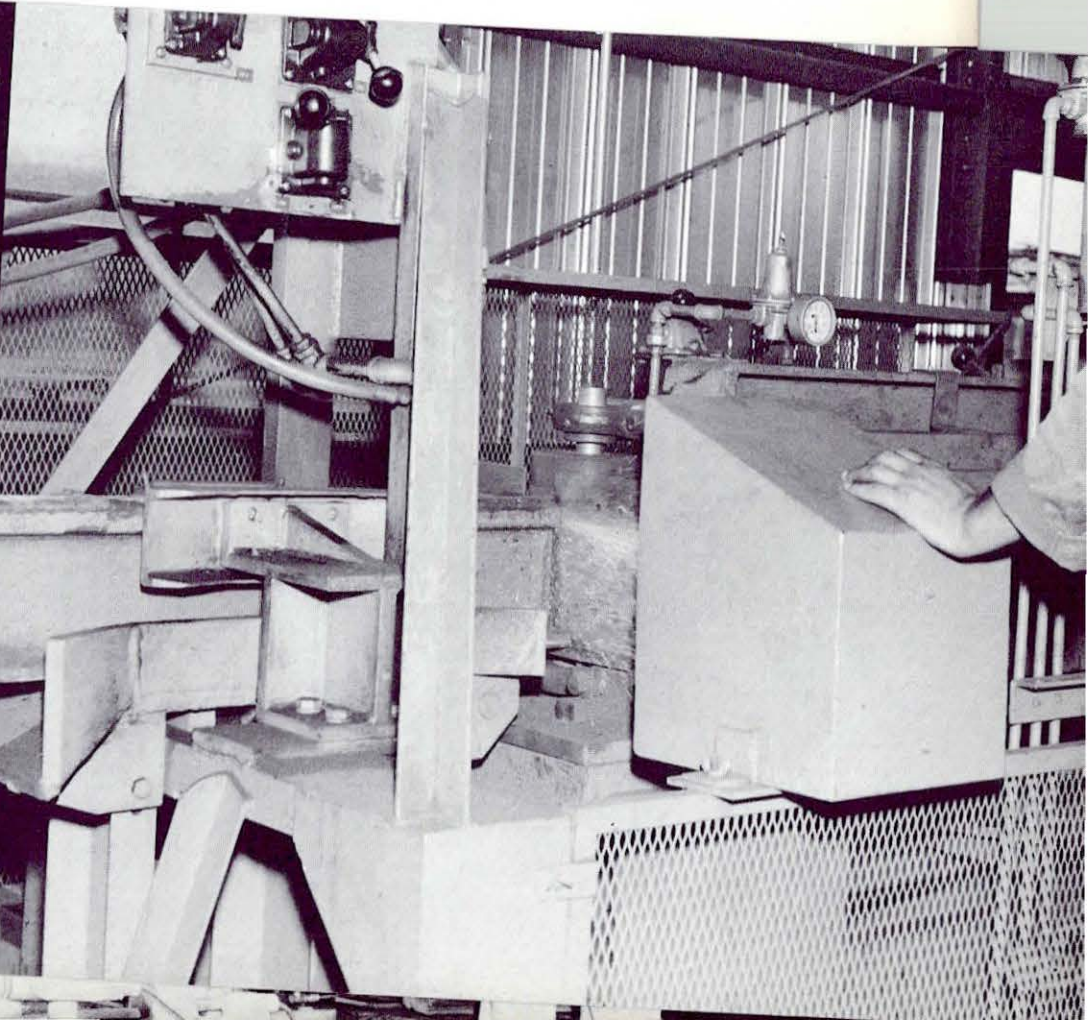
4.

The end finisher squares two rail ends simultaneously. Guides align the rail to critical tolerances, then an abrasive belt squares the trailing end of one rail and the leading end of the rail following it. The rail is advanced and the same operation is repeated on the trailing end of the rail and the front end of the next rail in line.



Automated Production Line Continuous Rail Welding At Your Own Location with *RIBBONRAIL* Service Equipment.

Automated production line welding of rails at your own site is the most important step in rail-laying since 1938, when LINDE introduced the first oxy-acetylene pressure welding machine. Since then, LINDE'S engineers have made many improvements in equipment and techniques. Now, this new rail welding system—springing from an entirely new concept and requiring completely new machinery and handling equipment—is offered by LINDE to the nation's railroads. With this equipment you can produce continuous welded rail with fewer people, at a lower cost than ever before.

RIBBONRAIL SERVICE PRE-WELDED Continuous Rail on a Cost-Per-Weld Basis From a *LINDE* CONTRACT PLANT.

Last year, at the request of many of our railroad customers, LINDE Company established dual-line rail welding centers near leading rail rolling mills. During this past year, two of these LINDE Rail Welding Centers have gone into operation. One plant is located at Harrisburg, Pa., near the Steelton Mill of Bethlehem Steel Company, the other, at Birmingham, Ala., is adjacent to United States Steel's Tennessee Coal and Iron Division. Similar plants will soon be established in other parts of the country. These plants free railroad capital and personnel for other jobs. Rail is produced at a pre-determined cost-per-weld according to contract specifications.

PRIMARY BENEFITS OF *RIBBONRAIL* SERVICE

For more than two decades, railroads across the country have been reaping the advantages of RIBBONRAIL continuous welded rail. Some of the proven benefits of RIBBONRAIL Service include—

- **LOWER TRACK INSTALLATION COST**
- **REDUCED TRACK MAINTENANCE**
- **LONGER RAIL LIFE**
- **LESS WEAR ON ROLLING STOCK**
- **GREATER SAFETY FOR ROLLING STOCK, FREIGHT, PASSENGERS**
- **A SMOOTHER RIDE**

RIBBONRAIL SERVICE PRODUCTION-LINE WELDING Can Reduce Your Costs in Many Ways

Complete information on LINDE'S new production-line method of making continuous welded rail is available on request. For details, consult LINDE'S OXWELD Railroad Department representative in the LINDE office nearest you. Or write RIBBONRAIL Service, Linde Company, Division of Union Carbide Corporation, at either of the following locations: 270 Park Avenue, New York 17, N. Y. 230 N. Michigan Avenue, Chicago 1, Illinois. *In Canada:* Union Carbide Canada Limited, Linde Gases Division, 123 Eglinton Avenue, East, Toronto 12.

Oxweld
Railroad
Department

Linde

UNION CARBIDE

The terms "Linde," "Oxweld," "Ribbonrail," and "Union Carbide" are registered trade marks of Union Carbide Corporation.

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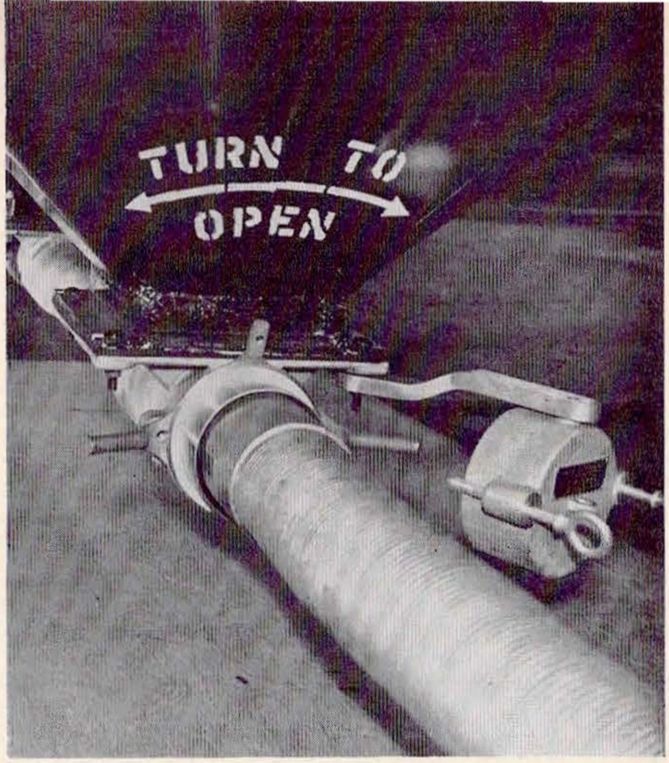
GATC Builds New Car for Chemical Haul



UNLOADING NOZZLE assemblies at each hopper. Entire car can be unloaded with three connections, since each assembly serves both sides of a compartment. Nozzle cap swings to right to permit application of flexible metal pneumatic conveying hose.

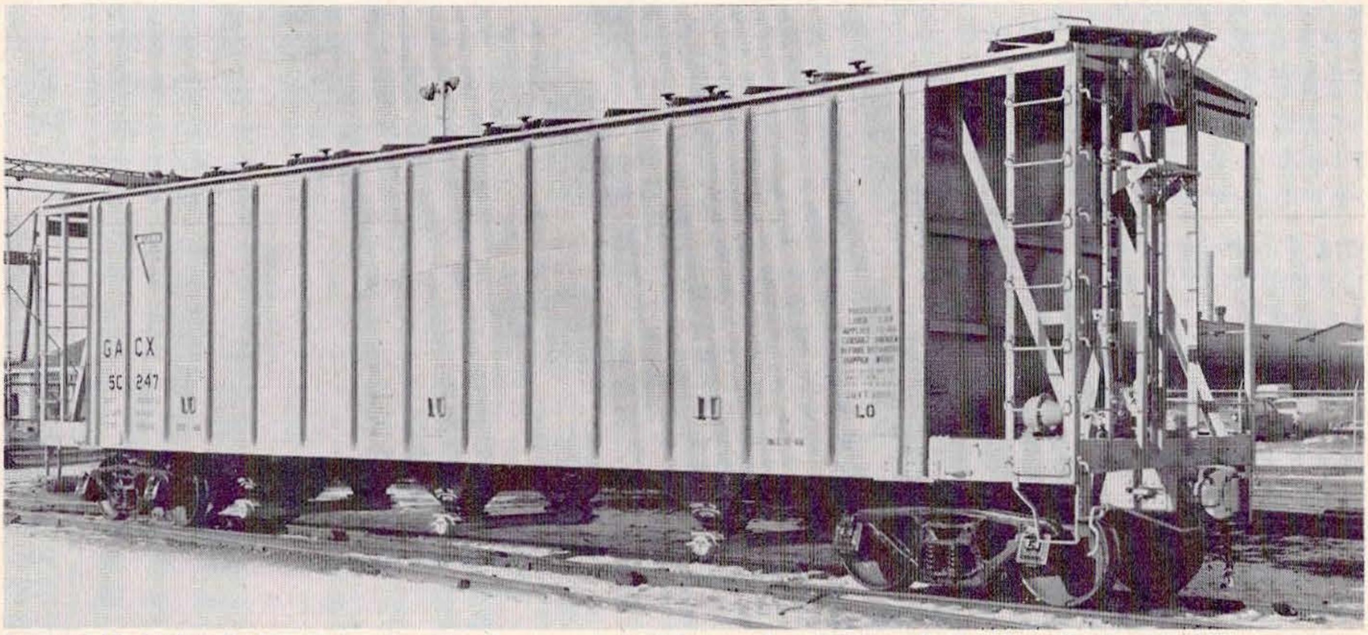
General American's new Dry-Flo Chem car was built for and at the request of the chemical industry.

Some 275 of these covered hoppers are now in use by 16 major chemical companies to handle shipments of such synthetic resins as polystyrene, polyethylene, polypropalene and other free flowing solids of varying densities. The cars are designed to protect these commodities from contamination and dirt, and offer the cost advantages of bulk shipment.

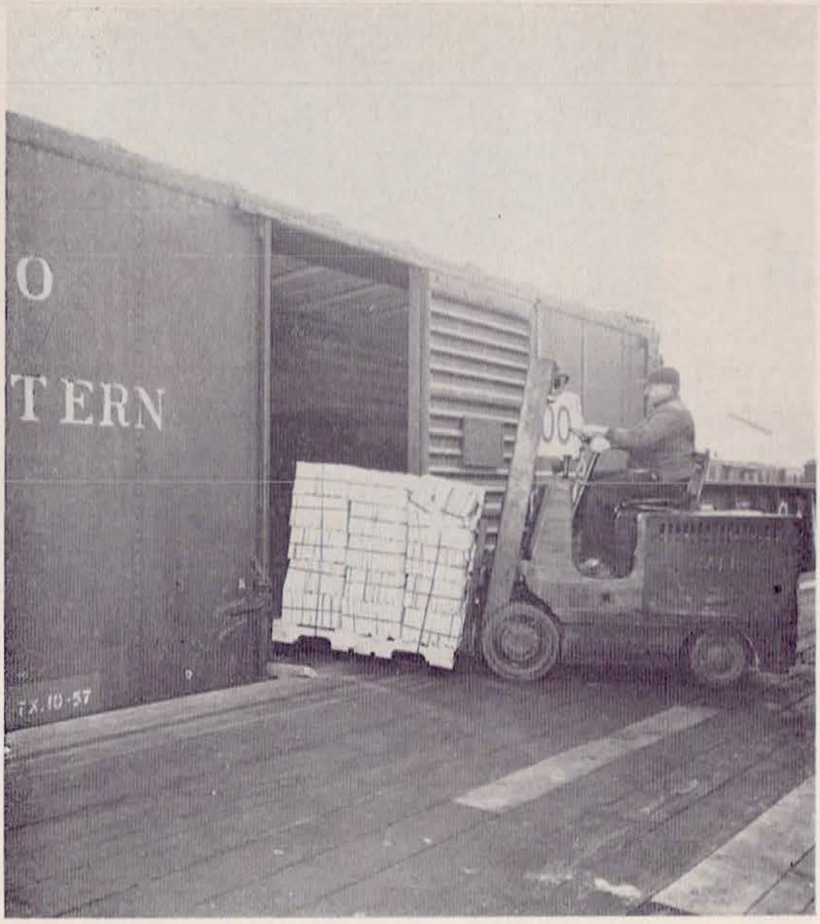
The 3,500-cu-ft car differs from the standard Dry-Flo car. It has no internal unloading gates and can be unloaded only by suction pneumatic conveyor systems. It has three separate compartments, each terminating in two sealed air-tight hoppers. Opposite hoppers are equipped with a specially designed double-ended nozzle for suction unloading from either side of the car. Product flow from the hoppers to the unloading system is controlled by a GATC-design rotary valve. The rate of flow is regulated by manual rotation of the valve. In transit, the air-tight nozzle caps provide weather-tight protection when properly secured.

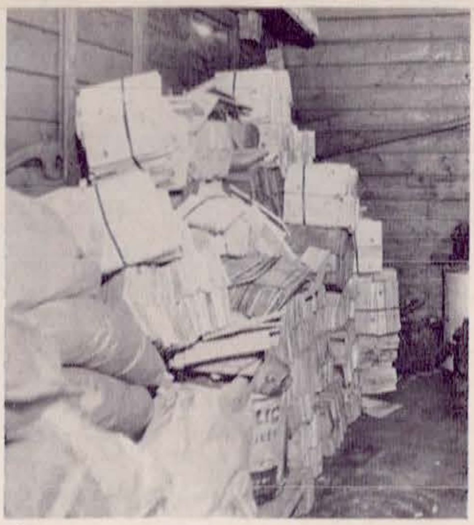
The car body is all-welded. Interior surfaces are designed for application of a variety of paint or plastic linings. Slope sheets make an angle of 45-55 deg with the horizontal for minimum product retention. The roof is continuously welded to the sides, ends and partitions. Exterior carlines provide a smooth interior ceiling. Hopper corners are rounded to a 2½-in. radius, with no angular joints or welds. The ten 19⅞-in.-diameter loading hatches have rigid cast aluminum covers with neoprene gaskets. Filters can be attached to the hatch frame to permit venting and prevent entry of any foreign material.

The cars are classified "LO" by the AAR. They have a length over strikers of 50 ft 9 in., height of 14 ft 5 9/16-in., width of 10 ft 7 11/16-in., a light weight of 67,500 lb and a load limit of 142,500 lb. Compartment capacity: ends, 1,213 cu ft each; middle, 1,074 cu ft.



GENERAL AMERICAN'S 70-ton Dry-Flo Chem car is built in one size—3,500 cu ft. C ar has vibrator brackets.





▲ **PROBLEM:** Track shims loaded helter-skelter in materials cars were subject to damage and difficult to handle.

◀ **SOLUTION:** Now shims are palletized, arrive where and when they are needed and are all in usable condition.

Palletizing Helps Roadmasters

Unitized loading and scheduled shipping are helping Chicago & North Western roadmasters. The roadmasters are now getting shipments of track shims when they need them—and in usable shape.

Under the new system, bulk orders and full carloads are time-scheduled with the supplier and sent directly to the roadmaster from Escanaba, Mich. Smaller lots—which used to cause the main difficulty—are now sent direct to central stores at Chicago. There the miscellaneous bundles are palletized so they can be handled quickly and efficiently by the stores department, without delaying movements of materials cars.

The shipping schedule calls for each roadmaster to receive a material car once a month. He knows exactly when the car will move out, exactly when he can expect delivery. And his track shims are arriving in usable, undamaged condition.

Shipments for no more than two roadmasters are loaded in any one car (loads usually include both shims and other track material which has been requisitioned).

Roadmasters are notified when the car will move. Letters also include specific instructions regarding scheduling to destination beyond the first delivery point. Roadmasters are asked to tell D. C. Chizk, timber products buyer, when the car will move on to its ultimate destination.

The roadmaster who is second in line is also told when the car will leave central stores and where it will stop off first. In this way, Mr. Chizk points out, tighter control is maintained. "When the car reaches final destination, even though all the material requisitioned is not there, the roadmaster knows exactly where his material is and can do something about getting it back."

It wasn't always this way. Under the previous system, all orders were filled from Escanaba and cars were moved on no pre-determined schedule. Shims were loaded in rather haphazard fashion. One car might contain shipments for as many as seven roadmasters.

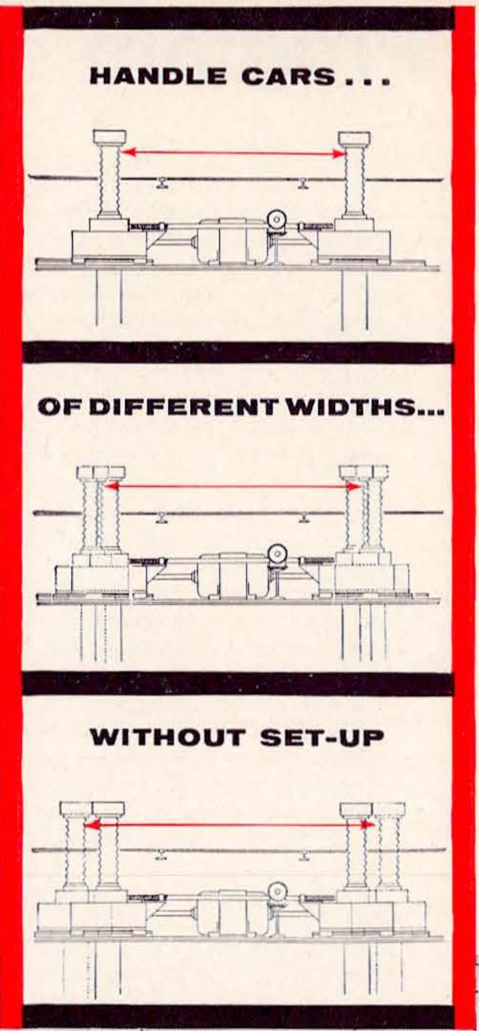
V. G. Hess, material handling manager, system, puts it bluntly:

"The car might run all over the system and delay the delivery to certain roadmasters for as much as one to two months. When the car finally would reach the ultimate consignee, not only would the remaining bundles be broken open and odd assorted shims scattered all over the floor, but also they'd literally have to be scooped up with a shovel."

The new system, however, is designed to get the shims to the users as quickly and as efficiently as possible. It's resulting in reduced handling at the using point—and North Western's roadmasters are more assured of getting what they ordered, when and how they need it.

Mr. Hess concedes that the new approach involves "increased handling at central stores, but we believe the time saved on the user's end will definitely offset this.

"If this unitized loading works the way we think it will, we'll use it 100% on the small orders and not ship direct cars anymore."



New Ripjacks put bad-order car repairs on short-order basis

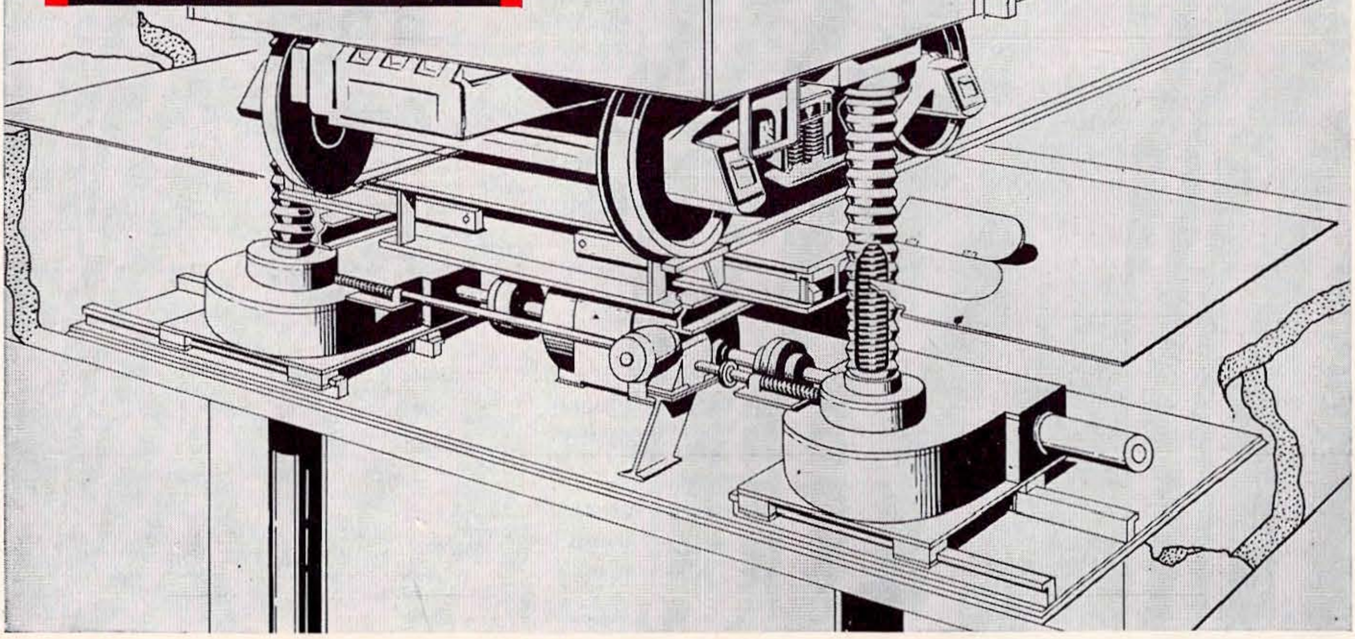
New Whiting Ripjacks set a brisk pace in rip-track operation. They offer new ease of railway car maintenance, less car downtime, lower labor costs. Bad-order cars can often be returned to their own train. Freight reaches consignee quicker—which attracts added freight business.

These brawny, two-speed jacks lift 40 tons apiece . . . raise fully-loaded cars with ease. Dependable electric power elevates them in unison at the touch of a button. A lateral screw moves them in or out—handles cars of different widths.

Whiting Ripjacks can be applied to every rip-track. For speedy journal repairs, they are combined with a lift-beam which enables them to handle fish-belly or other special cars.

NEW BULLETIN RJ-C-100 gives valuable data on Whiting Ripjacks and Trackmobile. Used with ripjacks, Trackmobile assures a fast, continuous flow of cars. Runs on road or rail—positions cars accurately—moves cars within entire blue-flag area swiftly, without delays. Send for Bulletin RJ-C-100 now.

Whiting Corporation, 15603 Lathrop Avenue
Harvey, Illinois



90 OF AMERICA'S "FIRST HUNDRED" CORPORATIONS ARE WHITING CUSTOMERS

WHITING RAILROAD EQUIPMENT

MANUFACTURERS OF CRANES: TRAMBEAM® HANDLING SYSTEMS; PRESSUREGRIP; TRACKMOBILES;® FOUNDRY, RAILROAD, AND SWENSON CHEMICAL EQUIPMENT

ERPC: 'Emancipation Program'

► The Story at a Glance: Eastern railroads have drawn up a four-point "emancipation program" that calls for:

- **Creation of a National User Charge Commission to assess and collect fees from users of government-provided transport facilities.**
- **Federal laws to prevent tax discrimination by state and local authorities.**
- **New laws to permit railroads to diversify into other modes of transport.**
- **Repeal of the agricultural and bulk commodities exemptions, or extension of these exemptions to railroads.**

"Railroads operate in a nightmare world of government control . . . The wonder is not that railroads are in difficulties but that they are in existence."

With these words, the Eastern Railroad Presidents Conference this week is launching a campaign to push through Congress an "emancipation program" for the industry.

In the belief that "the railroads' nightmare is also the nation's," the ERPC Chairman David I. Mackie poses grass-roots level through 19 Community Service Committees in 15 states. These committees have a total of 400 speakers available for appearances before local groups.

STUDIES GALORE—but little action. ERPC Chairman David I. Mackie poses with 300 pounds of federal transport studies, dating back a quarter of a century. His point: It's time to stop studying, start acting.

In its main points, the program outlined in the just-published third edition of "Eastern Railroads Policies" is far from regional in character. These points include:

1. *User charges.*—"The United States has spent $162 billion of taxpayers' money on highways, airports, airways and inland waterways. Because trucks, planes and barges do not have to recoup this enormous subsidy in pricing their services, they have a tremendous competitive advantage over railroads which pay their own way entirely. Obviously, users of facilities provided by tax money should pay for them. A National User Charge Commission should be established by Congress to levy and collect fair and equitable user charges."

2. *Taxes.* — "Tax discrimination against the railroads is a crippling burden . . . Involved is a deliberate practice of assessing railroad property higher than any other property. This practice costs the railroads dearly ($141 million in 1957). Burdens which government imposes upon railroads should not, in justice, be heavier than those of their competitors, nor should any tax be levied upon money-losing services required by law. Other 'highways of commerce'—roads, airways, canals —are kept free of taxation as national assets. The same policy should apply to railroad 'highways of commerce.' As an interim step, Congress should declare property tax discrimination by state or local tax authorities an unlawful burden on interstate commerce and authorize federal courts to enjoin such discrimination."

3. *Diversification.* — "Railroads are prohibited by law from furnishing water or air transportation and are sharply restricted in the truck service they can offer the public. No other form of transportation is similarly prevented from diversifying. Shippers today require the service of many forms of transportation, and railroads should be permitted to offer them complete transportation service."

4. *Exemptions.*—Agricultural Commodities: "Trucks by law are exempt from price regulation when they transport agricultural commodities, but railroads are fully regulated even when they carry these same commodities. Regulation places railroads at a severe competitive disadvantage. Railroad rates must always be published. meet various standards of reasonableness and non-discrimination and cannot be changed for at least 30 days. Under the agricultural exemption trucks can set whatever rates they choose at any time, in secret, without notice, and on whatever basis is necessary to obtain business. The agricultural exemption should be repealed or extended to the railroads."

Bulk Commodities: "So long as barges in one tow do not carry more than three bulk commodities (ore, grain, sulphur, for example), domestic water carriers escape price regulation. Again, railroad rates must always be published, must meet various standards of reasonableness and non-discrimination, and cannot be changed for at least 30 days . . . Like the agricultural exemption, the bulk commodity exemption should be repealed or extended to the railroads."

Other reforms sought in the ERPC program include repeal of the "discriminatory" excise tax on passenger travel; more liberal depreciation laws; coordinated planning by governments on all levels to solve mass transportation problems.

ERPC called the commuter crisis an "area problem," and added: "It can only be solved by joint effort of all levels of government in each metropolitan area; coordinated plans must be developed to make sensible use of an area's complete transport resources. Philadelphia has already shown the way with formation of a non-profit corporation to contract with railroads for necessary commuter service. Complete freedom from taxation of railroad property and services is an obvious first step in any solution of that problem."

Dividends Declared

DAYTON & MICHIGAN.—common, 87½¢, semi-annual, payable April 1 to holders of record March 15; 8% preferred, $1 quarterly, payable April 4 to holders of record March 15.

GREAT NORTHERN.—75¢, quarterly, payable March 1 to holders of record Feb. 9.

LOUISVILLE & NASHVILLE.—reduced, 75¢, quarterly, payable March 13 to holders of record Feb. 1.

MAINE CENTRAL.—5% preferred, $1.25, accumulated, payable March 1 to holders of record Feb. 18.

NEW YORK, CHICAGO & ST. LOUIS.—50¢, quarterly, payable April 1 to holders of record Feb. 24.

NORFOLK & WESTERN.—$1, quarterly, payable March 10 to holders of record Feb. 9.

PITTSBURGH, FORT WAYNE & CHICAGO.—$1.75, quarterly; 7% preferred, $1.75, quarterly, both payable April 4 to holders of record March 10.

SOUTHERN.—common, 70¢, quarterly, payable March 15 to holders of record Feb. 15; 5% non-cumulative preferred, 25¢, quarterly, payable March 15, June 15 and Sept. 15 to holders of record Feb. 15, May 15 and Aug. 15, respectively.

UNITED NEW JERSEY RR & CANAL.—$2.50, quarterly, payable April 10 to holders of record March. 20.

New York Central's Frontier Yard, East Buffalo, N.Y.

FOR STRUCTURES . . .
MODERN
concrete

New York Central builds 48-foot tower with modern concrete masonry!

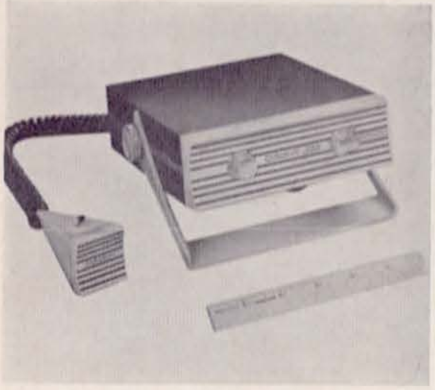
The New York Central has built three towers similar to this one. Five stories high, this retarder tower is one of the highest buildings in the country with bearing walls of concrete masonry. Its floors—both precast and cast-in-place lightweight concrete—frame into the masonry walls built to carry the load.

All-concrete construction provides a building which is weather-tight, strong and long lasting. There will be little upkeep for the life of the structure. And—the best kind of insurance—concrete is fire resistant.

The New York Central's use of concrete masonry towers (painted pastel colors) is just one way progressive railroads use concrete to get construction versatility and lower costs.

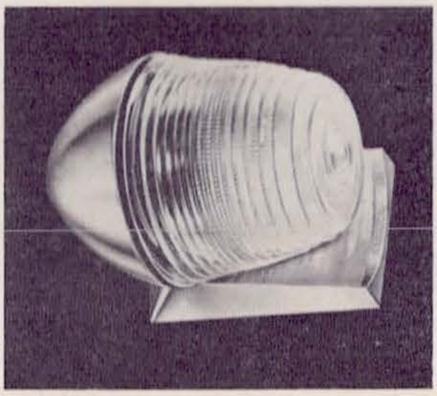
PORTLAND CEMENT ASSOCIATION *A national organization to improve and extend the uses of concrete*

New Products Report



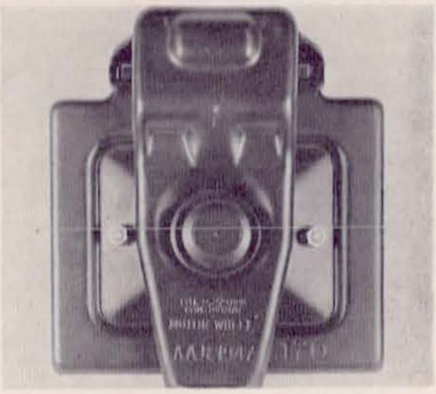
Citizens' Band Transceiver

The Osborne 300, a nine-transistor transceiver, operates on any of the 23 allocated citizens' band channels. About one-fifth the size and weight of the average Class D equipment, the Osborne 300 features a four-channel selector with plug-in crystals. Standard equipment includes push-to-talk microphone with a 3-ft coil cord, squelch control and noise limiter. *Osborne Electronic Sales Corp., Dept. RA, 13105 S. Crenshaw Blvd., Hawthorne, Calif.*



Prismatic Luminaire

Scientifically designed globe directs light downward and outward. An adjustable socket insures identical filament location, regardless of lamp size. Globe is available in one or two light units for wall, ceiling, or pendant mounting, in satin, brass, copper, or bronze finish. It has corrosion-proof die-cast aluminum fixtures and is fully gasketed and sealed for weatherproof performance. *Stonco Electric Products Co., Dept. RA, 333 Monroe Ave., Kenilworth, N.J.*

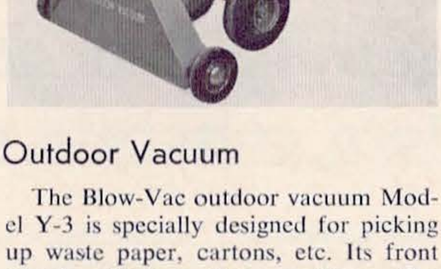


Journal-Box Lid

Journal-box lids, Types 170 and 171, of heavy-gage pressed steel, with easily replaced seals, have a constant pressure compression spring which provides maximum seating surface and range of deflection on journal-box housing. Lids have been certified by AAR. Type 170 (Part No. 3372) fits both 5- by 9- and 5½- by 10-in. boxes. Type 171 (Part No. 3354) fits 6- by 11-in. boxes. *Motor Wheel Corp., Dept. RA, Lansing, Mich.*

Aluminum Hand Truck

Tota-Ton, a two-wheel, aluminum hand truck weighing less than 10 lb is capable of lifting 500 lb. Made from extruded aluminum shapes, Tota-Ton is completely collapsible and may be quickly folded into a compact unit (6 in. by 36 in.) for easy storage. When erected the two-wheel truck has a 14-in. base and an adjustable 57-in. handle. It handles drums, roll goods, boxes and other bulk items. *Sturgis Manufacturing Company, Dept. RA, Haxtun, Colo.*

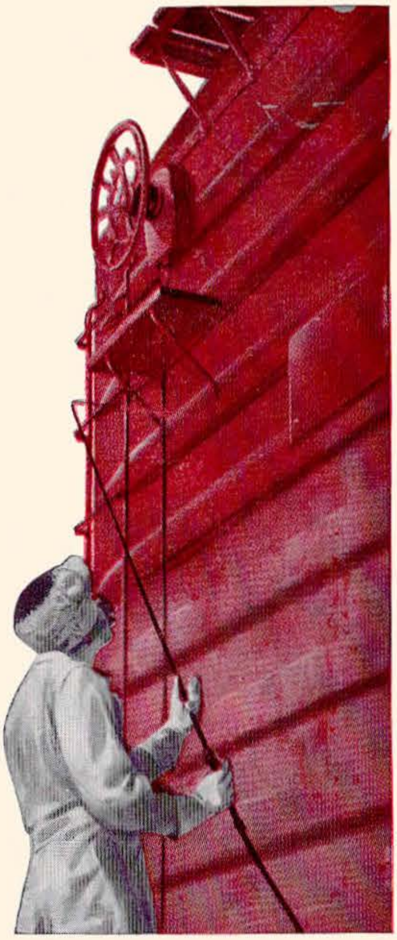


Outdoor Vacuum

The Blow-Vac outdoor vacuum Model Y-3 is specially designed for picking up waste paper, cartons, etc. Its front wheels adjust to three positions. The semi-pneumatic rubber tires on rear wheels are 10 in. in diameter. Power is furnished by a 3-hp, 4-cycle Briggs & Stratton gasoline engine. Engine speed is controlled from handle bar. *Outdoor Vacuum Div., Wheel Truing Brake Shoe Co., Dept. RA, 628 W. Baltimore Ave., Detroit 2.*

Mobile Radio Repeater

A new radio repeater system, utilizing two frequencies, can extend the range between M/W crew and trains to 25 miles. A mobile repeater is in each of two trucks, one on each side of the gang. A radio is in a vehicle with the gang. A call from the train would be received at the repeater station on one frequency, then automatically retransmitted to the gang on a second channel. *Motorola Inc., Dept. RA, 4501 W. Augusta Blvd., Chicago 51.*



R-570

This one-coat finish is a tough, long-lasting work-horse that saves you money!

For a tough, flexible one-coat job that really lasts—Rust-Oleum 570 is the practical, economical answer! It's a real work-horse—goes on easily by brush or spray (including hot spray, airless spray, and conventional spray)—dries quickly for same-day stencilling to a tough, firm, high-gloss finish that resists fumes, moisture, heat, and weathering.

For this and other Rust-Oleum one-coat finishes in a wide variety of colors, consult your Rust-Oleum Railroad Specialist or write the Rust-Oleum Corporation. If you use a special color or a particular shade, we'll be happy to match it. Try a drum . . . the sooner you do, the sooner you'll see what a Rust-Oleum one-coat finish can do for you. It's a matter of excellence.

RUST-OLEUM CORPORATION, 2618 Oakton Street—Evanston, Illinois

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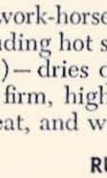
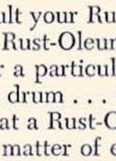
STOPS RUST!®



There is only one Rust-Oleum.
Distinctive as your own fingerprint.



Rust-Oleum is available in
practically all colors, including
aluminum and white.

RI Accounting Looks Ahead

There's no room for "narrow-gage" accountants on the Rock Island. Increasingly, the accounting function will become less historical and more forward-looking, less an end product and more a starting point for improving performance efficiency and economy.

With David R. Arnold, general auditor and newly-elected vice president, calling signals, Rock Island is opening up new territory in a long-neglected field: cost research. The emphasis will be on service, and on a new role for the accountant as "assistant to" every member of the railroad's management team.

Two recent moves symbolize the place the department will occupy in Rock Island's future:

- General accounting offices were transferred from a dingy building in the heart of Chicago's rough-and ready South Side to a completely remodeled 10-story office building downtown. Morale of the 750 employees assigned to the new building figures to go up. Recruiting of new personnel figures to become easier. And finally, communications between this office and other branches of the department housed in LaSalle Street station figure to improve—the two offices are now minutes, instead of a train ride, apart.
- Directors elected Mr. Arnold vice president effective Feb. 1. It's the first time in many years that the department has been headed by an officer at the vice presidential level.

But the program now mapped out, particularly in the cost research area, makes it clear that the new stress on accounting goes far beyond new quarters and a promotion for the boss.

Mr. Arnold, experienced in the costing procedures of outside industry, aims first to "explore railroad costs in depth," with a two-fold aim: to determine in specific, valid terms where an operation is making or losing money; and to set up measuring sticks to assist operating management in controlling costs of operation.

Passenger Service Studied

Later this year, for example, Rock Island expects to have a complete revnue and expense breakdown on each passenger train being operated.

Cost research experimentation in another direction looks toward development of a profit and loss statement for each of the Rock Island's seven operating divisions. Costs are being treated in three categories:

- Variable—those that vary in direct relation to some factor of physical operation, such as train-miles operated.
- Semi-variable—those not completely controllable by individual action, such as joint facility costs or AAR billing on car repairs. Rock Island aims to keep this category as small as possible.
- Continuing—those which go on as an element of time, such as depreciation, insurance, taxes, costs of supervision and general overhead.

Still another research project involves per diem, where adequate information and control have been lacking. Per diem data now give a breakdown by type of car and by division. The eventual objective: To find a way to establish what per diem should be on each division, considering the conditions imposed on each superintendent (e.g., gathering and storing of cars in advance of a harvest might boost per diem 'way up—but it wouldn't penalize the superintendent).

Also in the works is a follow-up and analysis of all special equipment (as well as all other AFEs) to determine the realistic profit effect and to improve investment decision-making over the long run.

Thus far, Rock Island cost researchers haven't worked extensively on rate research problems—but several studies of specific movements (involving low-rated commodities where precise cost

HUDDLE over a Chicago, Rock Island & Pacific costing problem includes (left to right), David R. Arnold, vice president and general auditor; Harold A. Miller, chief of the road's cost research department; and William J. Taylor, assistant to the vice-president. The goal is to explore railroad costs in depth.

New General Accounting Offices Open

Packing for the big move.

New quarters boost morale.

Over two weekends in December and January, movers trucked 147 van loads of equipment from an ancient building by the railroad tracks on Chicago's South Side to a 10-story building downtown, close by LaSalle Street station. Railroad trucks moved another 45 loads of records and record cases (including three truckloads of IBM cards).

And during the first week in January, Rock Island's new general accounting offices were open for business.

From first floor, where the personnel and stationery departments are assigned, to top floor (auditor passenger traffic and cost research department), the 48-year-old reinforced concrete building looks like new. Rock Island poured almost $600,000 into a complete remodeling job, including installation of a building air conditioning system, new lighting, new tile floors and improvements in the heating system and elevators.

The move itself came after several months of planning, involving management representatives in a half-dozen departments and a committee from the Brotherhood of Railway Clerks. As a result, Rock Island's two IBM 650s with accessory power and punch equipment, 15 tabulating machines and 100 pieces of miscellaneous accounting equipment—plus desks, chairs, office machines, filing cabinets and cases—made the nine-mile move and the department's 750 employees went back to work with hardly a hitch in the normal routine.

And on Jan. 10, Vice President and General Auditor Arnold summed it all up: "The handling of this move represents one of the best jobs of planning and coordination I have witnessed . . . This was a team effort and the team worked well together."

information is lacking) could lead into pure rate research. The department is also looking at piggyback. Preliminary studies are available, but by and large they're inadequate because actual costs aren't broken down far enough.

Generally, cost researchers will go to work on a combination request-initiative basis.

"We'll be operating in the areas of greatest need, as developed in discussion with our operating and traffic people," Mr. Arnold notes. "And we'll also work in costing areas which we feel may be important—but they've never been applied in railroading and so they're not asked for."

The divisional profit-and-loss statement (Rock Island hopes to have a mockup ready later this spring) is a striking example of the latter type of project.

In these studies and in others which may be coming up later, Mr. Arnold's aim is to "translate industrial cost accounting techniques . . . into terms meaningful to railroad management."

Cost control aspects of the department's work aren't entirely new: "Rock Island has always had budgets, and they've operated very successfully. We're working now to refine our budgets and to break costs down more accurately among responsibility centers."

(*Continued on next page*)

The three-way cost breakdown at the divisional level, for example, will make possible accurate comparisons between budgeted and actual costs. And where differences show up, the detailed data available should make it easier to determine if the difference is accounted for by failure to control a cost—or by bad budgeting.

One of the concepts involved in the responsibility center theory is a divorcing of decisions (i.e., costs) which are the individual's responsibility from those which are imposed upon him. The result is a breakdown between more or less fixed and variable costs at each center. And, since the fixed-variable distinction is there, the tally sheet can be made to serve as one measure of a supervisor's efficiency.

Traditional ICC accounting doesn't particularly lend itself to this area, nor does it to cost accounting generally. But the needed source data is available and, where Rock Island needs to go beyond ICC formulas, separate codes can be set up or further breakdowns of ICC accounts made.

In the study of passenger train costs, for example, Rock Island is trying to create "for management purposes, the best analysis we can prepare, based on intra-company knowledge. It may or may not conform to ICC practice and formula—but we'll have that, too. There's no conflict there—it's merely that there are two different paths to be followed, one for ICC financial reporting purposes and one for cost analysis and control purposes."

Basically, Mr. Arnold views the accounting task as a building-block job—and increasingly, Rock Island is going back to the source data for further refinements of information at the time IBM cards are initially processed. Thus, whatever the object of a data compilation—a financial statement, a projection, an aid to management judgment—the information is readily obtained.

More Mechanization Coming

Increasing the number of breakdowns and groupings requires a little more work, a bit more machine time, but the extra load isn't significant. Mechanization of accounting operations has been expanded and more is coming (Rock Island has two IBM 650s operating and a 1401 on order and programming is under way for more powerful equipment).

Like many railroad accounting departments, Rock Island's is changing from one that writes history to one that uses the past (and present) to help plot the future. Machines help—but people will determine how successful the effort is. Time and again, Dave Arnold returns to a basic thesis:

"I visualize the accounting department as an active, dynamic, positive part of management—and the ideal accountant as a man who considers himself an assistant to every member of the management team.

"We can only work effectively through line management, through the fellows who are out on the firing line, making decisions. We're coordinators. We put information together so others can use it—and cost control work can only be done through cooperation. All we ourselves can actually do is to try to control our own Accounting Department costs—but we can also provide a service to other departments to help them do the same thing.

"The emergence of the planning and control concept represents, I think, the biggest single change in emphasis in business in the last 20 years—and accounting plays a big part in both planning and control.

"It used to be that an accountant was considered as one of the narrowest individuals in business, a fellow who considered his work as the end product. What we need now are the broad-gage guys. We can't expect them to know all about the problems of the operating or traffic department, but we do want them to have an awareness of the operations and problems of those other departments. What's the key word? 'Awareness'."

DAVE ARNOLD JOINED THE ROCK ISLAND IN 1958

Type-casting wouldn't work for Rock Island's Dave Arnold, vice president and general auditor. He has the build of a football lineman, the dynamic and articulate approach of a top-notch salesman—plus a Phi Beta Kappa key, a master's degree in business administration from Harvard and CPA certificates in Illinois and New York.

At one time he was associated with A. T. Kearney & Company, management consultants, in Chicago. Later he served for eight years as controller of the Gardner Board & Carton Company, Middletown, Ohio.

Rock Island brought him onto the property as assistant to the president in August 1958. He was elected general auditor April 1, 1959, and vice president Feb. 1, 1961.

He's one of several "outsiders" Rock Island has tapped in recent years for top-level positions. At 44, he's responsible for all phases of the road's accounting, cost research, income tax and insurance programs.

AIEE Hears Railroad Papers

A growing interest of engineers in railroad affairs was indicated at the Winter General Meeting of the American Institute of Electrical Engineers held at the Statler-Hilton Hotel in New York January 29-February 3.

Roger C. Buck, General Railway Signal, presented a paper called "Analog Simulation of Train Operation." It is concerned with the possible future requirements of automatic train operation. Signals controlling a locomotive can be sent from a fixed location through the rails, and this study anticipates a device which would make the decisions and take the action of the engineman.

Rapid expansion of electrification on the British Railways was discussed by K. A. Browne, director of research of the Chesapeake & Ohio; S. W. Smith, assistant electrical engineer of the Pennsylvania; and J. A. Stair, retired electrical engineer of the Pennsylvania. British railways have adopted the 25,000-volt, 50-cycle a-c system. Much of the rolling stock is being designed for dual-voltage operation. Restricted overhead clearances, a characteristic of the British railways, complicate the installation of the high-voltage catenary systems.

Intensive utilization of Russian railways was described by J. W. Horine, Pennsylvania electrical engineer who was a member of the U.S. railroad delegation which visited the Soviet Union last summer.

Another paper based on mathematical study includes all cost requirements of a section of railroad and makes up a package to show when and how a railroad can benefit by using electric traction. It was presented by H. C. Cross, Westinghouse Electric International Company, and is called "The Economic Justification of Railway Electrification in the United States."

Silicone type rectifiers, which have found limited application on electric locomotives, offer some advantages over the mercury type commonly used. They are subject to injury from transient voltage and current conditions and need protection. Those attending the sessions, however, were assured by Marcel Tessier, electrical engineer of the French National Railways, that such protection could be provided without great difficulty.

J. C. Aydelott, General Electric Company, presented a paper called "A Fresh Approach to Diesel Electric Locomotive Design." He described General Electric's new locomotive as a unit developing the maximum power plant that could be contained within clearance limits and in which electrical devices have been reduced to a minimum; there are only four electrical machines above the deck.

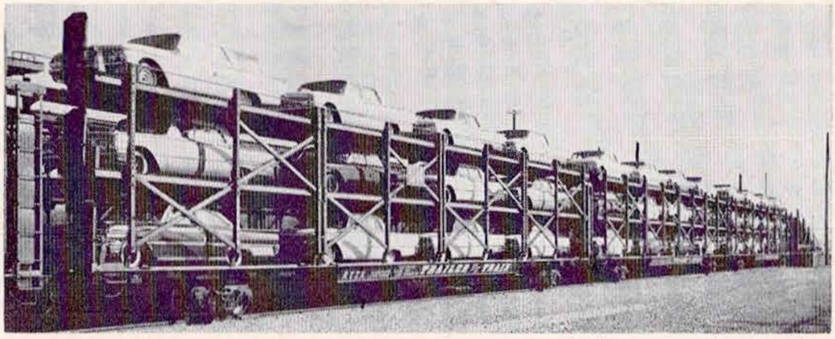
A paper on contact wire wear by K. H. Gordon, PRR, showed where and how much wear could be expected and to what degree it may be reduced by lubrication.

Electrical control equipment for Disneyland Monorail Trains was described by J. J. Stamm, Westinghouse Electric Corporation. This paper outlines special requirements of monorail trains.

Epoxy resins have done much in the last few years to improve the life and performance of electrical equipment used by railroads. The chemistry which may be controlled to meet specific needs was described by I. H. Ebling, Westinghouse Research Laboratories.

Maintenance practices which best serve to maintain and rehabilitate locomotive electrical equipment were described and illustrated in a paper presented by D. E. Stafford, National Electric Coil Company.

Tri-Levels Tested



Comparison impact tests up to 10 mph, run at Pullman-Standard's Research and Development laboratories, indicate greatly reduced stresses when 20 in. of cushion travel is used for protection of automobiles in transit. The demonstration was made with the P-S Lo-Dek flat car and a Dana Corp. three-deck auto rack carrying 12 full-size automobiles. Alternate 10- and 20-in. travel P-S cushion gears were used with the rack. Thus far, 20-in. travel cushioning for auto racks on flat cars has not been approved by the ICC, but the Lo-Dek will accommodate either 10- or 20-in. units and P-S views the desirability of the 20-in. device as "self-evident." Test results are recorded below:

CUSHION	IMPACT NO.	SPEED MPH	COUPLER FORCE, LB	MAX TOTAL CUSHION FORCES-LB	(RACK) CUSHION TRAVEL INCHES	MAX TOTAL TIE-DOWN LOAD LB (1)	PEAK ACCELERATION IN AUTO "G's" (2)
20-in.	1	(Preliminary)					
20-in.	2	6	312,000	61,900	15 5/16	2,190	0.65
20-in.	3	8	550,000	93,700	17⅝	3,580	1.12
20-in.	4	10	902,000	133,200	19¾	5,740	1.53
(3) 10-in.	5	5.9	296,000	94,800	9⅝	3,000	1.03
10-in.	6	7	437,000	109,000	10⅜	4,040	1.30
10-in.	7	8	574,000	132,800	10⅝	5,410	1.63
(4) 10-in.	8	10	880,000	173,900	10¾	7,560	2.18

(1) This is the sum total of the two tie-down chains on measured car, lower deck—opposite from impact end.

(2) Measured on 2nd auto on lower deck away from impact end.

(3) Chain came off rear auto (5th) lower level—left side-Cadillac.

(4) First car on 2nd deck—one chain ripped hole out of frame. On a number of autos, the chains loosened up.

Weight—LO-DEK	
Car (including rack attachments)	51,100 lb
Racks and cushions	35,100 "
12 autos	43,200 "
Total	129,400 "
Overall height	17 ft 8 in.

Impact Car—PS-3 welded hopper
Gross Weight—169,000 lb

Courtesy: Pullman-Standard Research & Development Center.

Donald M. Trotter
CNR

L. S. McGregor
CNR

Norman W. Kopp
EJ&E

Edward D. Walsh
Nickel Plate

People in the News

BURLINGTON.—J. F. McAlpine, director of purchases and stores, Chicago, retired Jan. 31. **C. E. Swanson,** assistant general purchasing agent, appointed general purchasing agent, Chicago, succeeding **H. V. Schiltz,** named director of purchases.

E. C. Osmondson appointed purchasing agent, **Colorado & Southern** and **Fort Worth & Denver,** Denver, Colo., succeeding **S. Pentek,** promoted to assistant general purchasing agent, Burlington, Chicago.

J. A. Thies, city freight agent, Chicago, named perishable freight agent there, succeeding **H. S. Forbes,** retired.

CANADIAN NATIONAL.—Donald M. Trotter, technical assistant, operating department, appointed assistant to vice president, transportation and maintenance, Montreal, Que. **R. G. Messenger,** special engineer, Montreal, appointed transportation engineer there, succeeding **E. H. Gilliatt,** transferred.

L. S. McGregor, general superintendent of motive power and car equipment, Central region, Toronto, Ont., appointed chief of motive power and car equipment, Montreal, succeeding **Eric Wynne,** named vice president of the newly created Great Lakes region (RA, Nov. 28, p. 68).

Ainslie Kerr, manager of news service, Montreal, promoted to assistant director of CNR public relations. **Henri Gravel** named manager of French news service at Montreal. Mr. Gravel is a former information officer for the Canadian Department of Mines and Technical Surveys. **William A. Howard,** supervisor of press and radio news services, Montreal, appointed manager, news services. **Harry A. Etheridge,** assignments editor, named supervisor of radio and television news.

Robert A. Gordon, assistant general manager, express department, appointed general manager of that department, Montreal.

Earle F. Flinn, assistant general freight agent (sales), appointed general freight agent (sales), Chicago, replacing **Gordon M. Newby,** transferred (RA, Jan. 9, p. 34).

Thomas J. Openshaw appointed special representative, research and development, New York, succeeding **Robert B. Thomas,** transferred to Moncton.

St. Lawrence region—At Montreal, **K. E. Hunt** appointed general superintendent equipment, succeeding **W. D. Piggott,** transferred to the Great Lakes region.

Quebec area appointments: **L. M. Poitevin,** assistant manager, Quebec; **J. D. Houde,** superintendent—operation; **M. Huneault,** superintendent—equipment; **C. E. Reynolds,** area engineer; **G. Chabot,** sales manager, freight and passenger sales; **J. A. Lambert,** operations manager; **J. E. Martel,** employee relations supervisor; **P. Bouchard,** area comptroller; **R. Gosselin,** industrial agent; **J. R. Legaré,** acting office supervisor; **L. P. Trotier,** assistant superintendent—equipment; **H. S. McTeer,** general foreman motive power; **J. B. Paradis,** diesel supervisor; **G. Fortin** and **J. E. R. Lagacé,** assistant engineers— maintenance and **A. J. Brunet,** assistant engineer —technical.

Atlantic region—Frank W. Fullerton, district storekeeper, Montreal and Quebec districts, Montreal, appointed general materials supervisor, Moncton, succeeding to the duties of **Adam D. Lang,** general storekeeper, transferred to Winnipeg to head the stores department in the Prairie and Mountain regions as general materials supervisor. **George H. Voisard,** assistant supervisor, personnel department, employment branch, promoted to supervisor. **J. L. Jacques Marchand,** assistant transportation engineer, Montreal, appointed Atlantic region transportation engineer. **John W. Druhan,** assistant superintendent, Scotia division, Halifax, N. S., appointed terminal superintendent there. **James H. Pike,** trainmaster, Northumberland division, Moncton, N. B., named trainmaster, Halifax.

Maritime area: Eric P. Stephenson, system project engineer, Montreal, appointed manager of the area, succeeding **David W. Blair,** who has accepted a position with another firm. **E. J. McInerney** retains the title of superintendent of transportation. **R. Fraser MacKenzie,** Maritime district engineer, named area engineer. **David A. Foster,** superintendent of motive power and car equipment, Maritime district, named superintendent of equipment. **Everett O. Steeves,** division freight agent, St. John, N.B., appointed freight sales manager. **George H. Cunningham,** former traveling freight agent and city passenger agent, Halifax, named passenger sales manager. **Douglas MacLean,** marine supervisor, named marine superintendent. **H. F. Bursey,** methods analyst, regional accounting department, named area comptroller. **D. N. MacKenzie,** personnel and training supervisor, regional auditor's office, appointed employee relations supervisor; **L. A. Kingston,** industrial representative, industrial engineer's department, named industrial agent. **R. E. Coates,** chief investigator, freight claims department, appointed supervisor of loss and damage prevention.

Newfoundland area: Thomas J. Dalton, district passenger agent, St. John's, appointed area sales manager. **George T. Gillis,** division freight agent at St. John's, named assistant area sales manager at that point.

Chaleur area: At Campbellton, N. B.—**G. Roy Boulet,** trainmaster, New Carlisle, Que., appointed superintendent of transportation. **Thomas F. Hoyt,** master mechanic, Campbellton division, named superintendent of equipment. **J. C. MacLauchlan,** division engineer, Halifax, named area engineer. **J. W. Gillis,** car foreman, Edmundston, promoted to assistant superintendent of equipment. **Mervyn B. Martin,** division engineer, named assistant area engineer. **Phillip R. Richards,** assistant division engineer, Edmundston, appointed resident engineer. **Charles W. Wood,** car service operator and relieving division statistician, Edmundston, named supervisor of car services. **J. L. Clovis Belliveau,** senior internal auditor, Atlantic region, Moncton, appointed comptroller, Chaleur area. **Patrick F. Walsh** appointed supervisor of loss and damage prevention. The following named assistant superintendents: **Charles E. Pelletier,** Riviere du Loup; **A. A. Audet,** at Joffre; **T. A. B. McElmon,** Edmundston; **Edgar C. Taylor,** Campbellton. Trainmasters appointed: **J. Marius Pelletier,** New Carlisle; **J. M. Gallup,** Newcastle, and **Mark A. Langis,** Edmundston. **Ronald Gillespie,** division engineer, Edmundston, appointed resident engineer there. **Lucien Lauzier** will direct the marketing of freight and passenger services with the title of area sales manager. **Roland Pelletier** and **J.B.L. Boulanger** appointed sales representatives at Edmundston and Rimouski. **Leslie V. Collard,** supervisor of employment, Atlantic region, Moncton, appointed employee relations supervisor, Chaleur area.

Great Lakes Region—At Toronto, **W. D. Piggott,** apopinted general superintendent equipment; **G. L. Galloway,** assistant general superintendent equipment; **J. J. Harris,** special assistant—car equipment; **F. W. Broughton,** mechanical and electrical engineer, **A. R. Turner,** supervisor motive power; **A. E. Taylor,** supervisor car equipment; **A. T. Mathews,** assistant regional freight sales manager; **B. J. Stock,** administrative assistant; **I. G. Parker,** freight sales representative—piggyback; **A. J. Wilson,** freight rates officer; **D. O. Finnamore,** regional freight sales analyst; **G. W. Montgomery,** agricultural development officer; **J. J. Menary,** passenger promotion officer; **H. V. Hardman,** general mail and baggage agent; **L. W. F. Trimm,** administrative assistant; **M. S. Shaw,** assistant public relations manager; **M. J. G. Jarvis,** advertising representative; **D. W. Brayshaw,** personnel officer; **J. R. Mansfield,** labor relations officer; **J. McFarlane,** assistant general superintendent transportation—equipment distribution; **E. H. Gilliat,** assistant general superintendent transportation—technical services; **J. L. Warner,** special assistant; **D. W. Hamilton,** transportation assistant—passenger; and **R. H. Burgess,** transportation assistant. **G. E. Elliott** appointed general claims agent and **H. Beardsworth** named assistant general claims agent. Titles of chief claims agent and assistant general claims agent abolished. **P. L. Elliott** and **A. V. Lavis** appointed safety supervisors. **W. J. Emond,** named transport analyst; **N. M. Sokolowski,** assistant engineer; **E. M. Masanotti,** senior research assistant and **W. E. Hewitt,** research assistant.

Toronto area — The following appointments made at Toronto: **H. J. Fry,** branch manager—passenger sales (position of assistant passenger sales manager abolished); **T. G. McGregor,** supervisor sales and services; **A. L. McPherson,** supervisor promotion and customer relations; **G. A. Collins,** administrative assistant; **W. Scott,** assistant superintendent; **H. Bocknek,** general agent; **D. C. Blue,** chief traffic supervisor; **N. H. Wood,** supervisor car service; **R. Menzies,** rule ex-

(*Continued on page 46*)

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(*Continued from page 44*)

aminer; **J. D. Kernaghan,** foreign freight sales supervisor, serving Toronto, London and Northern Ontario areas; **F. L. Shaw,** comptroller. At Hamilton: **W. E. Dynes,** branch manager—passenger sales; **Earle Male,** freight sales manager; **R. C. Field,** assistant superintendent. At Oshawa: **C. E. Cornelius,** branch manager—passenger sales; **J. Smyth,** superintendent. **William J. Austin** appointed branch manager—freight sales, Toronto East and **Patrick J. Welsh** for Toronto West. **W. D. Ross** appointed assistant superintendent equipment; **D. Young,** diesel supervisor; **W. D. Philips,** electrical supervisor.

Northen Ontario area: **F. W. Roehm** appointed branch manager — freight sales, North Bay, Ont. **R. W. Smye** named freight sales representative, Sudbury, Ont. **R. A. Walker, G. H. Sanderson** and **W. S. Gleason** appointed assistant superintendents, Hornepayne, Capreol and Allandale, respectively. **J. E. Troyer** and **A. E. Monaghan** appointed assistant engineers — maintenance, Capreol. **S. M. Jones** named assistant engineer—technical, and **J. L. LeCain** appointed work equipment supervisor, both at Capreol.

London area — Russell W. Wilson, W. E. McDonald and **W. T. Salmond** appointed branch managers—freight sales at London, Windsor and Kitchener, respectively. The following appointed branch managers—passenger sales: **D. F. Waller,** London; **C. D. Kelcey,** St. Catharines; **G. C. Hunter,** Windsor; **H. Sharp,** Brantford; **G. T. Percy,** Guelph; **E. J. Ryan,** Kitchener and **P. McLean,** Sarnia. **E. A. Ash** named comptroller, London. **W. A. Easton** appointed superintendent, St. Thomas. **D. W. Emms, G. F. Wade, C. E. Goodenough** and **N. A. Little** appointed assistant superintendents at London, St. Catharines, Port Huron and Stratford, respectively. At London, **R. C. Weller** named assistant engineer—maintenance; **N. Field,** assistant engineer—technical; **C. Young,** assistant superintendent equipment and **S. B. Smith,** work equipment supervisor. **A. F. McCoubrey** appointed division engineer, St. Thomas.

Prairie region—At Winnipeg: **F. A. Hill** named general rates officer; **J. J. Coppinger** and **C. N. Grant** appointed freight rates officers; **N. D. Cowan** appointed general superintendent of equipment; **A. E. Duff** named superintendent of car service; **Adam D. Lang** (former general storekeeper, Moncton) appointed general materials supervisor. At Transcona, Man., **J. W. Jackson** succeeds Mr. Cowan as superintendent of car shops. **J. Sutherland,** superintendent of Fort Rouge, Man., car shops, named supervisor of cars.

Winnipeg area: **N. T. Walton** appointed manager and **A. R. Williams** named assistant manager.

Assiniboine area: **L. H. B. Gooding** appointed manager.

Lakehead area: **J. D. Hayes** appointed manager and **G. W. Keefe,** operations manager.

Saskatchewan area: **J. O. Pitts,** transportation engineer, Winnipeg, named industrial agent, Saskatoon, Sask.

British Columbia area: At Vancouver, **James J. Behan,** is area manager; **G. A. Thomas** appointed area freight sales manager; **A. C. L. Warner,** area passenger sales manager; **Charles Witcher,** industrial agent; **T. A. Mainprize,** operations manager; **C. D. Worby,** area engineer; **G. D. McMillan,** superintendent—transportation; **R. M. Cowan,** superintendent—equipment **R. A. Callaghan,** supervisor of signals; **S. J. Mayer,** employee relations supervisor. Mr. Thomas was formerly assistant to freight traffic manager at Toronto; Mr. Warner was general passenger agent at Vancouver; Mr. Witcher was industrial representative at Winnipeg and Mr. Mainprize was superintendent of the Kamloops division.

CHESAPEAKE & OHIO.—Jimmie D. Heath appointed general agent, Minneapolis, Minn., succeeding **Edgar A. Long** named assistant general freight agent, Chicago.

CHICAGO GREAT WESTERN.—L. E. Marlowe named assistant auditor, office of acting comptroller, Oelwein, Iowa.

ELGIN, JOLIET & EASTERN.—Norman W. Kopp, chief industrial engineer, appointed assistant vice president—personnel, Chicago.

ERIE-LACKAWANNA. — Willard A. Schwartz, former engineer track of the Lackawanna, Scranton, Pa., appointed engineer maintenance of way, Western district, E-L, Youngstown, Ohio, succeeding **Lewis M. Swoap,** who retired Jan. 31.

FRISCO.—G. M. Kirk, G. S. Pollard, Jr. and **K. E. Richardson** named terminal trainmasters, Birmingham, Ala., Tulsa, Okla. and Memphis, Tenn., respectively.

FRISCO TRANSPORTATION CO.—R. J. Stone elected secretary and treasurer, St. Louis.

LOUISVILLE & NASHVILLE.—Lawrence D. Miskell, district freight agent, Indianapolis, appointed general agent, Detroit, succeeding **Kirby G. Scott,** named general agent, Indianapolis.

MISSOURI PACIFIC.—Clarence W. Witzl named auditor passenger traffic, to succeed **John O. DeChaumes,** who retired Feb. 1 **Everett G. Dunham** appointed assistant auditor disbursements, succeeding **H. Lester Thomas,** retired.

XTRA *ANNOUNCING:*

Its immediate equipment expansion program to keep pace with concurring member railroad's rapid piggyback growth. A more centrally located office will be opened in Chicago in February to handle membership requests and to coordinate supply between member roads on a daily basis.

Since commencement of its per diem plan May 1, 1960, railroad enrollment in this plan has grown to 25. These railroads link their services from coast to coast, gulf to border, and have international piggyback operations in Canada. Membership routes cover the major industrial areas in the United States and Canada.

There are sound and economical reasons behind this growth:

1. XTRA's future depends entirely on the success of the membership's growth through the advantages of the per diem plan. These advantages become more important every time another railroad joins the membership.

2. The membership *can* depend on XTRA for equipment and the lowest per diem cost. All semi-trailers are new when placed into membership operations and regardless of length or type of equipment (except refrigerated semi-trailers), the per diem rate is $5.00.

3. XTRA is not dominated by special interest groups and accordingly can deal with all railroads alike for fair and impartial handling of all matters.

4. The eastern group of membership railroads, who take advantage of making XTRA equipment available to shippers, who in turn use the semi-trailers in Plan III, claim there is no substitute for this arrangement that leaves the leasing, invoicing, accounting and collection of lease charges a matter strictly between XTRA and the shipper.

5. The membership never makes an equipment capital investment, and they need never commit themselves to a required number of semi-trailers.

6. Per diem relief is an accepted essential in the plan.

7. Membership reporting the use of equipment directly to XTRA is handled through existing car accounting per diem channels and necessitates no new methods or procedures.

8. Membership railroads are also qualified to take semi-trailers from XTRA with their own reporting marks. The member railroads need *not* sign a contractual lease and are privileged to return the equipment to XTRA at any time. This arrangement is an expression of XTRA's faith in the future of their piggyback operations.

9. Is it time for you to reconsider your present equipment obligations and to carefully evaluate the merits of any new plans that may be announced? XTRA introduced the per diem plan for semi-trailers last year and purchased 600 trailers to fulfill the membership requirements. XTRA did not "wait and see", but led the way in a plan for maximum equipment utilization.

XTRA is yours to use—use it!

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Edmond H. Gerber, general freight claim agent, retired Feb. 1. **W. R. Gallagher** appointed division trainmaster, Jefferson City, Mo., to replace **H. H. Green,** retired.

E. W. Kieckers named bridge engineer, St. Louis, succeeding **R. E. Peck,** retired. **J. W. Chambers** appointed bridge construction engineer, St. Louis, replacing **J. W. Dolson,** promoted to assistant bridge engineer there. **W. H. Shideler,** assistant division engineer, McGehee, Ark., named division engineer, Monroe, La., to succeed **W. F. Rambo,** retired (RA, Jan. 23, p. 32). **J. E. Stewart** succeeds Mr. Shideler.

NEW YORK CENTRAL.—John W. Ingram, cost analyst in the economic research department, New York, appointed director of profit analysis, a newly created post.

P. K. Cruckshank, assistant district engineer Northern district, Detroit, transferred to the Eastern district at Syracuse, N.Y.

W. G. Colarocco named executive assistant to general manager, Syracuse.

NICKEL PLATE.—Edward D. Walsh, terminal superintendent, Chicago, appointed superintendent, Lake Erie and Western district at Muncie, Ind., succeeding **Roy Clear,** retired. **William E. Ruby,** trainmaster, Charleston, Ill., succeeds Mr. Walsh at Chicago. **William E. Leavers,** general yardmaster, Conneaut, Ohio, succeeds Mr. Ruby at Charleston and is succeeded by **Earl S. Kershaw.**

NORFOLK & WESTERN.—Lawrence H. Duncan, general industrial agent, Roanoke, Va., retired Jan. 31.

PENNSYLVANIA.—Dr. John M. Brewster, regional medical officer, Philadelphia, appointed medical director—system, succeeding **Dr. Alexander M. W. Hursh,** retired.

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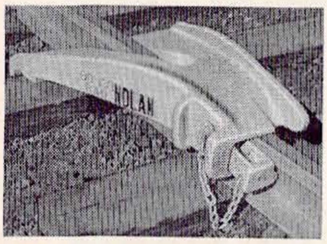

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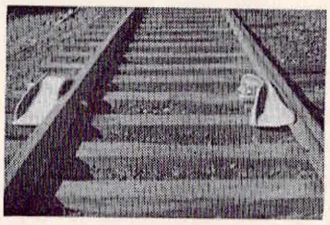

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SANTA FE.—Robert M. Clark, executive assistant to the president, appointed vice president, Washington, D.C.

H. C. Baughn appointed acting superintendent, Albuquerque division, Winslow, Ariz., replacing **O. R. Hammitt,** assigned other duties.

SOUTHERN.—Robert H. Baily, district freight agent, New York, appointed general agent, freight and passenger departments, Rochester, N.Y., succeeding **G. E. Green,** promoted to general eastern freight agent, New York (RA, Feb. 6, p. 27). **Francis P. Thomas,** commercial agent, New York, succeeds Mr. Baily.

WESTERN TRAFFIC ASSN.—James M. Souby, Jr., general attorney and commerce counsel, Santa Fe, appointed assistant chairman and counsel, Executive Committee-Western Traffic Assn.

Supply Trade

Donald E. Shryock has been appointed field representative for the **Arcair Co.** in the midwestern United States.

Robert B. Rubsamen, sales engineer, **Hyatt Bearings Division of General Motors Corp.,** Oakland, Calif., has been appointed West Coast manager at that point, succeeding **L. S. Nagle,** who retired Jan. 1.

Francis E. Stuver has been appointed executive vice president of **Greenville Steel Car Co.,** succeeding **Verne O. Lowry,** retired. **Donald F. Lewis** has been named vice president—manufacturing; **Frederick B. Logan,** treasurer and assistant secretary; and **Lee O. Richards, Jr.,** assistant treasurer.

Oscar L. Dunn, general manager, Motor and Generator Division, **General Electric Co.,** Erie, Pa., has been elected a vice president of the company.

Gail B. Hamilton, Jr., has been appointed manager of a new process automation sales operation at GE's Industry Control Department, Salem, Va. He and his component will serve the steel, nonferrous, textile, paper, cement, railroad and other industries.

Columbia-Southern Chemical Corp., a wholly-owned subsidiary, became a division of **Pittsburgh Plate Glass Co.** on Jan. 1 and will operate as the Chemical division.

J. W. Slattery, supervisor of stainless steel sales, **Crucible Steel Co. of America,** has been appointed to the newly created post of manager—distributor relations, Pittsburgh, Pa.

OBITUARY

C. D. Edsforth, 55, vice president—traffic, **Canadian Pacific,** Montreal, and his wife were killed Feb. 5 in a traffic accident near suburban Dorval.

Paul Pigott, 60, president, **Pacific Car & Foundry Co.,** Renton, Wash., died Jan. 22.

John C. Starbuck, 54, general manager, Lines East, **Burlington,** died Feb. 3 in Community Memorial General Hospital, La Grange, Ill.

James E. Candlin, Jr., 53, associate director of research and development, **Pullman-Standard,** died Feb. 3 at his home in Lansing, Ill.

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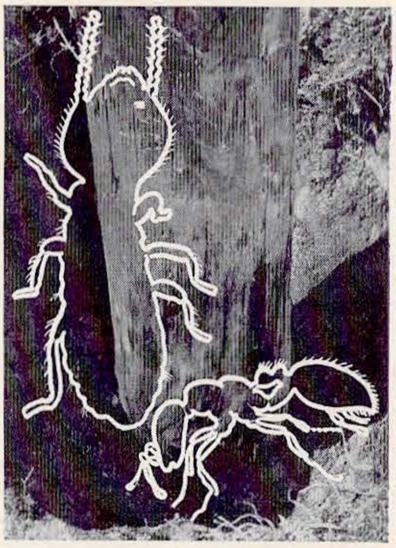

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The Osmose Research Division has developed a new, powerful injection solution which acts positively and effectively through three components: (1) An insecticide known for its permanent effect; (2) An insecticide capable of generating active toxic vapors which will reach areas not directly contacted by the solution; and (3) A wood preservative which is included to stop decay in those areas reached by the solution itself.

Guard against this potent danger to pole life and safety. Osmose field crews are prepared to apply TRI-WAY Ant and Termite treatment as a part of their regular groundline inspection and treatment service wherever needed. Here is the most thorough . . . the most dependable groundline service you can obtain. Get protection, safety and long-lasting economy the proven OSMOSE way. Write Osmose Wood Preserving Co. of America, Inc., 981 Ellicott St., Buffalo 9, N.Y.

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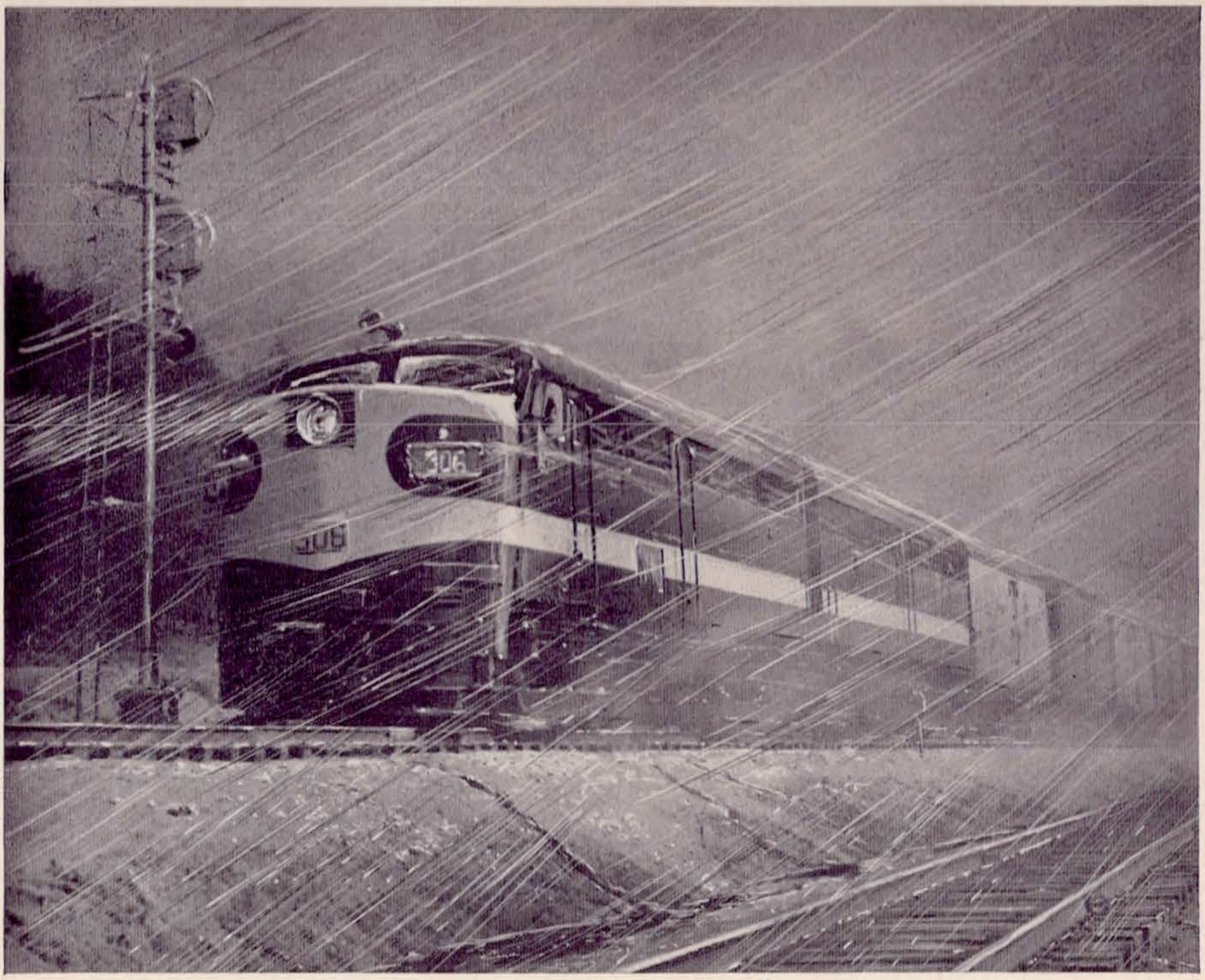

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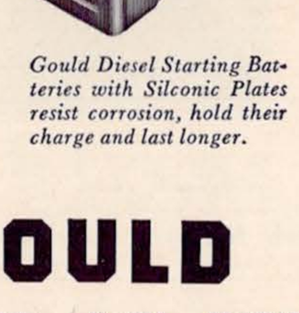

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MARKET OUTLOOK *at a glance*

Carloadings Rise 4.5% Above Previous Week's

Loadings of revenue freight in the week ended Feb. 4 totaled 497,630 cars, the Association of American Railroads announced on Feb. 9. This was an increase of 21,227 cars, or 4.5%, compared with the previous week; a decrease of 90,351 cars, or 15.4%, compared with the corresponding week last year; and a decrease of 68,122 cars, or 12.0%, compared with the equivalent 1959 week.

Loadings of revenue freight for the week ended Jan. 28 totaled 476,403 cars; the summary, compiled by the Car Service Division, AAR, follows:

REVENUE FREIGHT CARLOADINGS
For the week ended Saturday, Jan. 28

District	1961	1960	1959
Eastern	70,154	97,463	90,249
Allegheny	72,155	116,162	100,742
Pocahontas	40,265	52,619	50,972
Southern	98,808	113,986	115,885
Northwestern	55,308	66,679	63,951
Central Western	98,421	110,533	112,577
Southwestern	41,292	47,604	48,080
Total Western Districts	195,021	224,816	224,608
Total All Roads	476,403	605,046	582,456
Commodities:			
Grain and grain products	51,710	51,965	54,899
Livestock	3,346	4,221	4,881
Coal	94,164	115,868	117,815
Coke	5,388	12,164	8,705
Forest Products	31,833	40,133	40,187
Ore	11,022	20,244	14,706
Merchandise l.c.l.	28,163	38,414	41,994
Miscellaneous	250,777	322,037	299,269
Jan. 28	476,403	605,046	582,456
Jan. 21	490,049	587,407	555,750
Jan. 14	516,210	605,793	586,342
Jan. 7	439,193	589,801	550,666
	1960	1959	1958
Dec. 31	406,346	483,857	468,219
Cumulative total, 4 weeks	1,921,855	2,388,047	2,275,214

PIGGYBACK CARLOADINGS.—U. S. piggyback loadings for the week ended Jan. 28 totaled 9,955 cars, compared with 10,218 for the corresponding 1959 week. Loadings for 1960 up to Jan. 28 totaled 38,152 cars, compared with 38,244 for the corresponding period of 1959.

IN CANADA.—Carloadings for the seven-day period ended Jan. 21 totaled 59,265 cars, compared with 61,559 for the previous seven-day period, according to the Dominion Bureau of Statistics.

	Revenue Cars Loaded	Total Cars Rec'd from Connections
Totals for Canada		
Jan. 21, 1961	59,265	23,484
Jan. 21, 1960	67,219	29,319
Cumulative Totals		
Jan. 21, 1961	169,083	68,749
Jan. 21, 1960	183,054	81,533

New Equipment

FREIGHT-TRAIN CARS

► *Frisco.*—Ordered 100 70-ton, 50-ft insulated box cars from ACF. Cars will be equipped with cast-steel underframe ends from General Steel Castings; cushion underframe; lading protection devices; and roller bearings. ACF will build the cars at its St. Louis, Mo., plant.

► *Norfolk & Western.*—Ordered 1,000 new coal hopper cars of 85-ton capacity from its Roanoke shops. Cost is estimated at $12,000,000. The order is expected to keep the Roanoke car-assembly line in operation for most of 1961, with production of four to eight cars per day.

► *January Bad Order Ratio Up 2.2%.*—Class I roads on Jan. 1 owned 1,661,577 freight cars, 16,388 less than a year ago, according to AAR report summarized below. Bad order ratio was 2.2% higher than on Jan. 1, 1960.

	Jan. 1, 1961	*Jan. 1, 1960*	*Change*
Car ownership	1,661,577	1,677,965	−16,388
Waiting repairs	155,847	121,363	+34,484
Repair ratio	9.4%	7.2%	+ 2.2%

PASSENGER-TRAIN CARS

► *Philadelphia Passenger Service Improvement Corporation.*—Plans in its capital program for 1961-1962 to buy 52 new commuter cars at a cost of $11,000,000. PRR is slated to get 36 cars; Reading, 16. The 26 cars to be ordered in 1961 are budgeted at $6,500,000. Bids will be requested when a committee of railroad and city engineers finish drawing up specifications.

LOCOMOTIVES

► *Toledo, Peoria & Western.*—Ordered for April delivery one 1,800-hp GP 18 road-switcher from Electro-Motive Division to replace one 1,500-hp F 3 unit.

New Facilities

► *Chicago Transit Authority.*—Awarded contracts totaling $1,166,514 for new construction and improvements. Mayfair Construction Co., Chicago, received a $969,900 contract to construct a rapid transit service and repair shop at CTA's Forest Park terminal. A contract for $102,508 went to Union Switch & Signal Division of WABCo. for signal equipment to modernize the Kimball terminal interlocking system. Equipment to convert CTA's Harding substation to remote control operation will be purchased from Westinghouse Electric Corp. at a cost of $94,007.

► *Philadelphia Passenger Service Improvement Corporation.*—Is planning to spend approximately $1,500,000 to electrify approximately five miles of the Reading's line to Fox Chase, to make it possible for new MU equipment to be ordered to operate on all lines under PSIC control.

ICC Concerned by Shrinking

► The Story at a Glance: The ICC thinks freight car utilization "leaves much to be desired," and it regards continuing shrinkage of the freight-car fleet as a matter of "considerable concern." Of "some concern" to the Commission is the decrease in ownership of plain box cars.

These reactions are set out in the Commission's 74th annual report which went to Congress last week. The report was on the usual pattern, making legislative recommendations and reviewing transport developments of the fiscal year ending June 30, 1960.

Fourteen legislative recommendations are made in the ICC's annual report, but eight of them are repeaters from the Commission's previous report. The six new proposals include four which relate to carriers other than railroads while the other two call for easing oath requirements for filings with the Commission and for legislation to protect members, officers and employees of the Commission against assault while performing official duties.

One of the four "non-railroad" recommendations calls for Commission authority to award reparations against truckers and freight forwarders. While this is "new" in the sense that it was not among formal recommendations of the Commission's previous report, that report otherwise made clear the Commission's support of such legislation. Moreover, formal recommendations covering the reparations proposal were in Commission annual reports from 1952 through 1955.

One of the other three new recommendations calls for Commission power to deny, revoke or suspend motor-carrier authorizations which are used to commit felony, or where perjury has been committed before the Commission, or where officers of a motor carrier have been convicted of crime that affects the fitness of the carrier. Here the Commission disclaims any thought of becoming "keeper of the morals" of the transportation industry, but it nevertheless believes it "should lend its weight to efforts to stamp out crime wherever it arises."

The other new recommendations are a proposal to authorize truck-water routes to Alaska and Hawaii, and a call for more Commission authority to prescribe safety regulations for private truckers. The latter results from a court decision which held the Commission lacked authority it thought it had to prescribe such regulations, including rules for safe transportation of explosives and other dangerous articles. The United States District Court for the District of Oregon made the decision Aug. 25, 1960, and the Department of Justice declined to appeal.

The Commission concedes that some problems of the decision's aftermath may have been removed by last year's amendments to the Transportation of Explosives Act. It advises Congress, nevertheless, that the Oregon decision could set some precedents, and thus urges, "out of an abundance of caution, early enactment of legislation which would make more definite our authority in this important area of safety regulation."

Among the eight recommendations repeated from last year's report is the Commission's call for authority to impose penalty or incentive per diem charges to stimulate buying of freight cars and expedite their movements. The repeaters also include the proposal to repeal the so-called bulk commodity exemption which leaves water transportation of commodities in bulk free of regulation. The latter is part of the railroads' legislative program but the industry is divided on the per diem issue.

Incentive-per-diem bills last year reached both Senate and House calendars, having got favorable reports from the respective Committees on Interstate and Foreign Commerce. They died with final adjournment of the previous Congress, but like bills have been introduced in the new Congress.

The Commission does not repeat several legislative recommendations which were made in its previous report and on which Congress took no action. Most important of these was the call for amendments to the Interstate Commerce Act's Section 20a for the purpose of extending regulatory control over carrier financing to "new methods," such as conditional sales and long-term leases.

The Commission's statement that freight car utilization "leaves much to be desired" is supported by figures indicating that car-miles per car-day were 10% more in 1947 than in 1959. The report adds:

"Since the average speed of freight trains was 19.5 mph and average car-miles per car-day was 41.2, it follows that the average car [in 1959] moved in freight trains only 2 hr 5 min out of every day. Furthermore, since freight cars were loaded only 62.3% of their mileage, the average freight car in 1959 was loaded and moving in freight trains only 78 min each day."

The report also notes the long-term downward trend in the percentage loaded of total car-miles. It suggests that this "probably reflects the increased number of specialized freight cars which frequently must be returned empty."

The Commission's "considerable concern" about shrinkage of the freight-car fleet is based on figures showing that, during the fiscal year under review, total ownership dropped 73,481 cars and the serviceable fleet lost 77,991 cars. After conceding that 1960 installations might "more nearly equal normal retirements," the report hastens to warn that "this degree of balance may be short lived unless large orders are placed soon, as the backlog was declining rapidly."

Along the same line is the report's argument in support of the Commission's call for more per diem powers. There it says:

"The freight car supply situation has been a serious problem for many years. Inadequate car ownership and inefficient utilization of existing equipment on the part of some carriers have been the prime factors causing such shortages. The situation has also been aggravated in recent years by a substantial increase in the percentage of unserviceable cars.

"Enactment of the recommended legislation would assist the Commission in coping with this problem by authorizing it to prescribe per diem rates which would provide an economic incentive to the carriers to procure and maintain an adequate supply of freight cars."

The Commission's expression of "some concern" about the decrease in ownership of plain box cars includes citations of figures pointing up how serviceable box-car ownership last June 30 was the lowest reported since World War II. Shortages of high-grade box cars "prevailed during the entire year," the report also says.

The Commission also comments on the trend toward use of private cars in piggyback service. There it has figures showing that railroads last year owned only 56.3% of the piggyback cars, compared with a year-earlier proportion of 66.9%. "The privately owned cars in 1960," the report says, "increased 109.4%, while the railroad owned cars increased only 33.6%, indicating the railroads were relying

Car Fleet and Low Utilization

more heavily on cars leased from private car line pools to supply the increasing demand for this type of car."

In a lengthy discussion of containerization, the report refers to the "Universal" container as a development "antithetical to the present trend in freight car design to build more special device cars." The "Universal" carries the idea of standardization "in a new direction toward a multi-purpose container," the report explains, adding: "Its proponents claim that, if widely used, it would reduce empty railroad car-miles by 50%. As empty railroad car-miles are 40% of the total car-miles, a 50% reduction in empty mileage would substantially reduce rail transportation costs."

Of containerization in general, the Commission says it offers "the possibility of great changes in transportation service, the ultimate impact of which may not yet be fully appreciated."

The report's discussion of "Transportation Highlights" reviews transport statistics and other developments. Here the Commission notes that the trend toward private carriage continued—"even though public carriers explored various ways of improving their services so as to make them more attractive." It appears to the Commission that such service-improvement efforts, coupled with competitive rate-making activities, "were achieving mainly a shifting of traffic, intermode and intramode, among the public carriers."

Figures in the report showed that the railroads' share of the intercity freight business, as measured by ton-miles, dropped slightly between 1958 and 1959—from 45.98% of the total to 45.44%. Truckers, including private truckers, gained a bit, their share rising from 21.03% to 21.98%. The remaining 32.58% of the 1959 business was shared by water carriers (15.24%), pipe lines (17.29%), and airlines .05%.

Private automobiles continued to account for most of the intercity passenger-miles—89.53% in 1959 compared with 1958's 89.36%. Airlines got 4.39% of the 1959 business, a gain from their 1958 share of 4.05%. Meanwhile, the railroads' share dropped to 3.04%, from 3.35%, and the bus lines' share dropped to 2.76%, from 2.95%. Water carriers on inland waterways, including the Great Lakes, got 0.28% of the business in 1959 compared with 0.29% in 1958.

ICC's 1961 Legislative Recommendations

Repeaters

1. That Section 17 of the Interstate Commerce Act be amended to authorize the Commission to delegate to three-man employee boards the power to make decisions in cases in which a hearing has been held and which do not involve issues of general transportation importance, with right of repeal to appellate division of the Commission whose decision would be administratively final.

2. That the Act be amended to authorize the Commission to impose penalty or incentive per diem charges.

3. That Section 212(a) be amended to make motor carrier operating authorities subject to suspension or revocation for failure to comply with any regulation of the Commission, and to modify procedures for revocation of operating authorities. The section now permits suspension or revocation only for failure to comply with regulations promulgated under the Interstate Commerce Act, thus excluding other regulations, such as those promulgated under the Transportation of Explosives Act.

4. That the U. S. Code be amended to provide that suits to set aside Commission orders be brought against the Commission instead of the United States. This proposal has been made because the attorney general sometimes declines to defend the Commission.

5. That the Interstate Commerce Act's Section 5(10) be amended to make gross operating revenue, instead of the number of vehicles owned or operated, the basis for determining whether a proposed unification or acquisition of control of motor carriers is an exempt transaction.

6. That Section 222(b) be amended to enable the Commission in enforcement proceedings to obtain service of process upon motor carriers and to permit the joinings of any other necessary party without regard to where the carrier or other party may be served.

7. That Section 303(b) be amended to repeal the bulk commodity exemption applicable to water carriers.

8. That the 1916 Mail Pay Act be amended to repeal the provision which authorizes the Postmaster General to call upon the Commission for information as to revenue received by railroads from express companies for services in the transportation of express matter.

New Recommendations

9. That Part II be amended to give the Commission power to deny, revoke or suspend motor carrier authorizatons which are used to commit felony, or where perjury has been committed before the Commission, or where officers of a motor carrier have been convicted of crime that affects the fitness of the carrier.

10. That Section 204(a) (3) be amended to make more definite the Commission's authority to prescribe regulations governing the safety of operations and equipment of private carriers of property by motor vehicle.

11. That reparations provisions applicable to motor carriers and freight forwarders be added to Parts II and IV.

12. That Sections 216(c) and 305(b) be amended to authorize the voluntary establishment of through truck-water routes and rates between Alaska or Hawaii and other states.

13. That the IC Act and related acts be amended to eliminate the mandatory requirement that certain reports, applications and complaints be filed with the Commission under oath, and that such oath provisions be made discretionary with the Commission.

14. That The U. S. Code be amended to protect members, officers and employees of the Commission against assault while engaged in or on account of the performance of their official duties.

'FEATHERBED' STUDY UNDER WAY

(Continued from page 10)

"many hundreds" of switching locomotives, identical with those in use on Class I railroads, which are now being used without firemen by electric railways, by Class II line-haul railroads and terminal and switching companies, by large industries, and "in the many installations of the armed services of the United States."

Also, Mr. Neitzert referred to the disposition of the like issue in Canada. There agreements permitting operation of diesels in freight and yard service without firemen have been negotiated on the basis of recommendations made by a royal commission in 1957.

"Firemen," Mr. Neitzert added, "are not used in yard service on other than steam power by the British Railways, or by the French National Railways, or by the German Federated Railway, or by the Netherlands Railways, or by the Swiss Federated Railways. The Netherlands Railways use no firemen on other than steam power in either passenger, freight or yard service. Other European railways conduct many of their operations, both in freight and passenger service, with only an engineer or driver in the locomotive cab."

Mr. Neitzert also highlighted evidence which the carriers plan to offer in support of their other proposals. He called the basic-day arrangement "essentially a piece-work basis of pay" which the railroads seek to adjust to reflect increases in speeds—"just as piece-work rates are normally adjusted in industry when new machines and other technological advances enable employees to produce a greater volume of product without any increase in effort."

The carrier counsel had figures to point up how the dual (hours-or-mileage) basis of pay has become "unbalanced and distorted" as between the operating employees themselves. He explained:

"In passenger engine service and in through freight service the employees work only 57% of the hours for which they are paid. Note, however, that local freight crews work 84% of the hours for which they are paid, and that yard crews work 96½% of the hours for which they receive compensation.

"The extent to which the length of the work week could be extended without hardship upon the employees is indicated by the fact that many through freight and passenger service employees work less than 18 hours per week. Some average only 15 hours per week. The average hours on duty of all 11 classes of through freight service employees is only 27 hours per week."

Mr. Heiss got his opening statement for the brotherhoods under way with references to railroad advertising and public-relations activities with respect to the rules issue. He said that the unions published "analyses and corrections" of these management statements, but they could not compete with the carriers on an expenditure basis. "They spent huge sums to prove that they had no money to spend," Mr. Heiss said.

While assailing the management proposals as an undertaking to "foreclose on collective bargaining" and to get "more work for less pay," Mr. Heiss outlined brotherhood proposals "to modernize—not to destroy" the wages and working conditions of the operating employees. The proposals are:

1. Shorter work-day and work-week "in line with organized labor's general progress toward that goal."
2. Allowance for away-from-home-terminal expenses.
3. Overtime payments for all employees, "eliminating the present outdated speed basis under which some employees with 150-mile runs receive overtime only after 12 hours."
4. Abolishment of the "antiquated seven-day week many rail employees still work"; also replacement of the six- and seven-day week in yard service with a seven-holiday, five-day week with maintenance of take-home pay.
5. Premium pay for night shift work, plus paid holidays and overtime for those who must work on holidays, all in accord with existing practices in other industries.

Later on, Mr. Heiss said, the brotherhoods will propose a new uniform set of crew-consist rules and "a comprehensive proposal to revise training programs for all engine service classes." Modernizing the rate structure, he added, will require "shorter hours and reduced days of work in freight and passenger service, and for yard-service employees."

Conceding that railroad employees have won betterments in their living standards, Mr. Heiss insisted that "they have not participated in most of the other improvements that have been gained by workers in other industries since 1916."

The brotherhood counsel also said that railroad employees need protection from the effects of mergers, abandonments and technological changes. Thus the brotherhoods want the commission to study the need for job stabilization and to make recommendations for dealing with the problem of dwindling employment in industry.

As to the fireman issue, Mr. Heiss conceded that the term "fireman" has become "an anachronism." He said:

"The second man on the locomotive is misnamed. As your inquiry will show, even the term 'helper' often used is inadequate and misleading since there are important duties performed by the second man which are not usually performed by the engineer. Your investigation will show beyond question that the elimination of the second engineman from the cab of the locomotive will seriously undermine safety of operations in yard and road freight service."

The carriers' proposal to modify the dual basis of pay would cut the pay of the average through-freight engineer by 1.4%, Mr. Heiss said. He calculated that a typical through-freight brakeman would have his monthly earnings cut 42.5%. He also charged that the management proposals "contemplate the destruction of existing seniority rights of both road and yard-service employees."

As to the "crew consist" demands, Mr. Heiss contended that the railroads should not be permitted to determine manpower requirements because the regulated transportation field lacks a free market as "a check on the quality of management's decisions," and because of "the manifest public interest in the safety, adequacy and efficiency of the national transportation system."

"Turning back the clock" is what Mr. Heiss said of the proposal to clear the way for extending runs. He added:

"No proposal that management might have conjured out of active and fertile imagination would have been better designed to create chaos in its labor relations and develop bitter and unrelenting unrest among all operating employees. The elimination of restrictions in changing crew terminals without future negotiation means that whole communities will cease to exist. Employees would be uprooted from homes and forced to move or would be laid off entirely."

The proposal to eliminate arbitrary lines between road and yard work was assailed by Mr. Heiss as an undertaking to by-pass what he considers the proper approach—"day to day collective bargaining on individual properties in reference to local operating conditions and local rules."

Editors Afield

Highland Park, Ill., Feb. 2—The Railway Progress Institute has successfully repeated the sales development seminar which it instituted early in 1960. This year's seminar, actually slightly larger than the one a year ago, was concluded at noon today. Judging from the response from the 110 participants, the sales meeting is a shoo-in to be repeated in 1962.

These sales meetings are unusual in several ways. They are, in effect, a training course in sales; and are perhaps most beneficial to the younger men. But they provide opportunity for the experienced salesman as well. The environment of the seminar compels concentrated thinking on the basic problems of how to improve sales skills and how to serve the railroad market more effectively.

The theme of this year's seminar was "New Patterns in Sales and Service." It is part of the meeting's format that there be few lecture sessions or speeches. Rather, the participants are assigned to 10- and 12-man discussion groups. For the better part of two days here, these groups grappled with such subjects as research and testing in sales; sales forecasting; organizing for the railroad sales effort; and the use of a "company team" in sales work. In all, there were 15 such subjects assigned; and the discussion leaders were there to make certain there was no straying into forbidden areas, such as pricing.

It is part of the seminar format, too, that all group discussions are off the record. RPI's executive development committee, which plans and manages the three-day affair, has adopted this device to encourage free participation.

John W. Scallan, chairman of RPI and president of Pullman-Standard, was one of the two speakers (see below). The other was Dr. G. Herbert True, research psychologist and sales consultant.

There was, in addition, a buyer-seller panel session on Wednesday night. Five railroad officers, representing the executive, purchasing, mechanical, engineering and traffic departments were on hand to answer questions submitted by the supplier salesmen. The questions ranged widely: How often to call? What will mergers do to you and to us? Why are test periods so long on new equipment? What's the outlook in foreign competition?

Throughout the seminar two things were apparent: Supplier salesmen recognize that the sales job has changed in recent years; and to handle the assignment effectively a man must know more than just his own products and service. As one participant observed, "To serve your customers nowadays, you have to try to know all you can about *his* business."

RPI's seminar program, and much of its other work besides, is geared to this idea. The institute has done a good job of establishing industry identity for the suppliers; and now it is ready to use that united front to provide stronger support for the railroads. The effort warrants greater recognition from all suppliers and from the railroads, too.

—Joe W. Kizzia

Trend: 'Special Cars in Small Lots'

Railroads are changing their buying habits—and the supply industry, according to Pullman-Standard President J. W. Scallan, must gear its thinking and its operations to the new requirements of changed conditions.

Last year was significant, he told the Railway Progress Institute's recent sales development seminar, in that "practically all orders placed were for small lots of cars of special design." To Pullman-Standard, "it became increasingly apparent . . . that all manufacturing facilities must be geared to build small lots of cars—and still make a profit."

Mr. Scallan, present chairman of RPI, also noted that shipper demand is playing a larger role in influencing railroad buying of the special cars needed for specific transportation jobs. He urged suppliers to help the carriers and shippers solve their transport problems, and to expand research and development efforts.

"First and foremost, we must give the railroads the equipment and the specialities they need to meet competition," he added. And "we must search out, develop and market new products that will help the railroads reduce their costs."

Mr. Scallan also called on the supply industry to "accelerate the training of good young salesmen . . . (and) to improve our own public relations. We must let the public and our customers know that we are willing to provide the equipment needed by the transportation industry to meet any and all competition."

Kennedy Defines Landis Role

James M. Landis, who made a report on regulatory agencies for President Kennedy, will be on the President's staff "merely to work with the White House and the interested members of Congress who are concerned about improving our regulatory procedures."

This was explained last week by the President, who went on to say that Mr. Landis would not head a new Office for the Oversight of Regulatory Agencies, which his report recommended. Such an office "is not established," the President added. President Kennedy made these statements in response to a news-conference question which asked if the proposed new office might lead "to the same kind of executive interference that Congress has been investigating."

The President noted Congress' "special responsibilities" for the regulators as its agencies, and said whether there should be a White House "liaison center" is a matter which "we are considering." Mr. Kennedy also said he has conferred about the matter with Chairman Harris of the House Committee on Interstate Commerce, and "we are going to continue to work together to try to speed up procedures of the regulatory agencies and improve their actions."

The President also expressed his view that Congress would not be disposed to share control of the agencies with the Executive Department.

You Ought To Know...

Last RDC passenger service out of Chicago will be abandoned soon if the Illinois Commerce Commission approves C&EI's bid to drop its "Meadowlark," which operates daily between Chicago and W. Vienna, Ill. At hearings scheduled for Feb. 20, C&EI will tell the commission that despite a 20% fare increase last April, the "Meadowlark" lost $116,980 during 1960.

Coast-to-coast container service in 71 hours was demonstrated last week by REA Express using its new small-shipment container (RA, Jan. 16, p. 95) and NYC Flexi-Vans. Using NYC "Super Van" Train No. 1 and Santa Fe mail and express Train No. 7, the containers were scheduled out of New York at 11:30 p.m. Feb. 9, into Los Angeles at 7:30 p.m. Feb. 12.

PRR has discontinued, effective Feb. 12, dining cars and coffee-shop tavern cars on 13 trains operating between Philadelphia and New York. Dining-car service remains only on the 8 a.m. schedule out of Philadelphia, most heavily patronized train on the route. Mobile food service will be expanded, however, and meal service will continue on New York-Washington trains serving Philadelphia.

N&W will haul 34,000 carloads of stone for the $148-million Chesapeake Bay bridge-tunnel project near Norfolk, Va. The haul is between a quarry near Petersburg, Va., and N&W's Sewells Point piers at Norfolk. First 24 carloads were delivered Feb. 3.

Piggyback tonnage on Southern Pacific showed a 36% increase last year, with transportation of new automobiles an important part of the new business. SP is also using bi- and tri-level racks for new car movement.

Job protection by state law may be sought by merger-conscious rail labor organizations in Illinois. The state legislative committee of the Brotherhood of Railway Clerks is reported to favor an amendment to the public utility act to provide for protection of rail employees affected by consolidations or coordinations between two or more carriers engaged in intrastate commerce.

Appointment of Alex L. Hart, former chief of airport planning for the New York Port Authority, as director of the New York-New Jersey Transportation Agency was announced last week. The job pays $18,000 a year.

Noting the many threats to common carrier transportation, Milwaukee President William J. Quinn said that the major issue faced today is "shall we depend on carriers serving all shippers on equal terms —or shall we have multiple transportation agencies each serving one company or one narrow type of traffic?"

The transportation industry must "think big enough and fast enough to meet the violent and radical changes being wrought in the nation's economy," says James J. Nance, president of Central National Bank of Cleveland. The banker-industrialist advises railroads to think in terms of big—not small—mergers, and says all transportation modes should consider the long-term outlook for integrated transport companies.

Air Express shipments of REA Express totaled 6,533,023 in 1960, up 5.6% over 1959, and gross revenues amounted to $50,145,887, a 4.5% increase. Average revenue per shipment in 1960 was $7.68, compared with $7.76 in 1959.

Reading Transportation Co., trucking subsidiary of the Reading Railroad, has assumed temporary control of Karn's Transfer, Inc., a trucking company linking Pennsylvania's anthracite region with New York and New Jersey. ICC authority for "temporary control through management" was granted Jan. 24.

The "Highballer," Canadian National's new transcontinental freight, has cut up to 24 hours from present westbound schedules, says the railroad. For freight moving via Toronto, the new service provides second-morning deliveries at Winnipeg, third-morning at Saskatoon and Edmonton, and fourth-day service at Calgary and Vancouver.

Funds accruing to railroads as the result of tax relief granted by local governments would be exempt from federal taxation under legislation introduced in Congress by Senator Jacob K. Javits (R.-N.Y.). Senator Javits, warning that "we are heading full throttle toward a national crisis in railroad passenger services," called upon the federal government to cooperate with local governments in trying to preserve passenger trains.

Support for legislation designed to improve ethical standards in six regulatory agencies (CAB, FCC, FPC, FTC, ICC and SEC) has been announced by the Transport Association of America. TAA President George P. Baker noted that the legislation, introduced by Rep. Oren Harris (D-Ark.) will require that decisions of the agencies be based on "fair and open presentation of facts and arguments" and will prohibit off-the-record communications in agency considerations.

Western Industries, Inc., producer of railroad (and parking lot) automatic gate and signaling equipment, has purchased Q and C Company, New York rail equipment firm which produces and distributes a broad line of M/W and mechanical equipment. Q and C operations will be relocated at Western Industries' headquarters in Chicago.

Excessive train speed has been tentatively blamed for the PRR accident that cost the lives of six passengers at Arundel, Md., near Bowie Race Track. PRR Vice President—Operations J. P. Newell said "complete investigation will be required before any determination can be made as to why the speed was not properly controlled."

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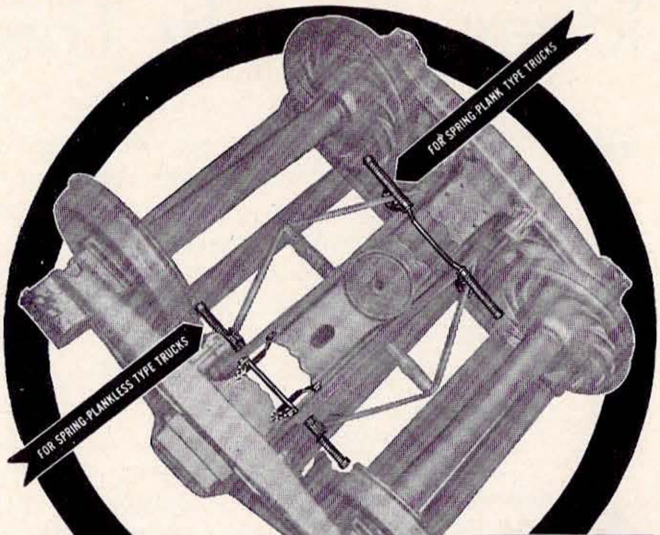
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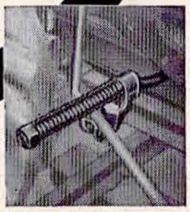
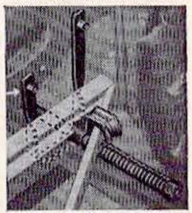


SPRING-PLANK TYPE

ENGINEERING IMPROVEMENTS

1. One design fits both 5'-6" and 5'-8" wheel base trucks.
2. One rod length and one spring length. One interchangeable casting fits both spring plank and spring plankless trucks.
3. Ideal for interchange repairs. New design permits easy and fast applications under all conditions. Nuts need not be removed to apply or remove the support.



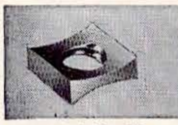
SPRING-PLANKLESS TYPE
(Safety Loops Included)

OUTSTANDING FEATURES

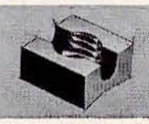
1. An inexpensive trouble-free support for Rebuilt Car Programs.
2. Designed for spring plank and spring plankless trucks. Spring plankless trucks require safety loops which can be bolted, riveted or welded to the bolster.
3. Supports the brake beam in the event of brake beam or hanger failure.
4. Holds brake beam in horizontal position.
5. Holds brake shoe in proper position in relation to the periphery of the wheel.
6. The brake release feature pulls brake shoes away from wheel contact instantly when brakes are released.
7. Prevents unnecessary wheel and shoe wear caused by dragging brake shoes.
8. GRIPCO supports can be removed and reapplied without removing nuts; therefore nuts are furnished in proper position.
9. Brake beams, rods, and levers are held in position under spring tension thus reducing false movements, chattering and wear of hangers, hanger pins and brake heads.
10. Can replace as a billable repair any support except A.A.R. recommended practice (angle-riveted and welded).

A.A.R. APPROVED—PATENTED AND PATENTS PENDING

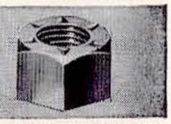
OTHER GRIP NUT PRODUCTS AD NO. 110



Grip Lock Nut #1



Grip Holding Nut #2



Railroad Gripco Lock Nut #3

GRIP NUT COMPANY

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Ideas—Apply Them Now

That conference on Railroads and Technological Change at Northwestern University, January 23-25, must certainly have been one of the most intensive "brain-storming" sessions ever held in behalf of railroads. We reach this conclusion from the lively report in our January 30 issue, page 30; and from a more leisurely reading of the full text of some of the challenging addresses.

There were put to railroads at this meeting a long list of suggestions, practically all of which merit either action or further inquiry. Of special importance, right now, are constructive steps railroads can take at once—without further extensive investigation. We've gone through most (but not all) of the papers presented, looking for proposals that meet some such prescription as this:

What projects are there that (a) would undoubtedly be helpful, (b) would not be too expensive, and (c) could be got going right now? Here are a few (not necessarily the best selection) that would seem to fill the bill:

► Initiate control of all freight car movements, with the objective of getting 9 out of 10 loaded movements from consignor to consignee on a predicted time schedule. Most shippers do not demand that railroad freight service be at jet speed—but they do want reliability.

► Take note of E. G. Plowman's report that "apathy on the part of business executives, including industrial traffic managers," was one of the principal reasons for nationalization of the British railways. A concerted effort by railroads to encourage the shipping fraternity to take cognizance of the existing situation, and initiate corrective action, is potentially the most productive effort railroads could make.

► Accelerate the provision of "complete" service (i.e., door to door, by piggyback, containers and otherwise); and publicize persistently the evidence that one-company provision of all varieties of transportation is the surest way of bringing about highly desirable coordination.

► Educate railroad men, shippers, and regulators to accept "the elementary premise" (former Commissioner Arpaia's words) "that if prices are in line with cost and everybody is charged the same for the same quantity, there cannot be destructive price competition . . . It is anomalous that, in our entire economy, only in transportation is sound pricing considered discriminatory . . ."

► Put forth all possible effort toward better labor-management understanding of their mutual problems—perhaps through the good offices of the Presidential commission now studying working rules problems.

► Make widely known the factors showing relative fuel efficiency, relative economy of land utilization, and relative safety of the several forms of transportation—as developed by Professor W. W. Hay—and publicize the question he raised, viz.: *"Should public policy be aimed at strengthening and encouraging those modes of transport that are inherently safe, dependable and efficient—or should the effort be expended toward improving the safety, dependability, and efficiency of those that are inherently hazardous and inefficient?"*

Every one of the speakers at the Northwestern University conference offered concrete proposals —at least some of which, if adopted, would greatly improve railroad performance and profitability. There is, of course, danger in a multitude of counsel—i.e., that, with given resources and personnel, simultaneous pursuit of many new projects might minimize successful action on any.

It probably would be more effective to concentrate effort on three or four well-conceived programs—a couple inside the industry itself and a couple "outside" to shippers, unionists and regulators. Certainly, internal programs are important (e.g., systems for developing clocklike precision in freight service, or competitive rates based on heavier loading per car). They are important, not only for their intrinsic value, but as evidence of determination by railroads to help themselves, wherever possible.

The always important point is that ideas, research, suggestions for improvement—are valuable only to the degree that they are actually put to work; and decisions for action come more surely while the inspiration is fresh. We would hope that the result of the Northwestern University sessions would be immediate steps for railroad improvement in several (but not too many) promising directions. Hope deferred maketh the heart sick.

Automatic Classification Yard in action. One of the Burlington's new box cars moves down the Cicero Yard hump and through the master retarder. Okonite cables guard all signal circuits against the dangers and expenses of "chain-reaction" jam-ups caused by equipment failure.

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